

Playing for a Good Cause:

Investigating Consumer Perceptions of Sport Brands in Cause-Related Marketing Campaigns

By

Ronald G. Christian

Submitted to the graduate degree program in Health, Sport, and Exercise Sciences and the Graduate

Faculty of the University of Kansas in partial fulfillment of the requirements

for the degree of Doctor of Philosophy.

Chairperson Dr. Brian S. Gordon

Dr. Jordan R. Bass

Dr. Phillip M. Gallagher

Dr. Tien-Tsung Lee

Dr. Piotr (Peter) S. Bobkowski

Date Defended: April 30, 2019

The Dissertation Committee for Ronald G. Christian certifies that this is the
approved version of the following dissertation:

Playing for a Good Cause:

Investigating Consumer Perceptions of Sport Brands in Cause-Related Marketing Campaigns

Chairperson Dr. Brian S. Gordon

Date approved: April 30, 2019

Abstract

Drawing from previous research on the Stereotype Content Model (Fiske, Cuddy, & Glick, 2007) the brand processing model (MacInnis & Jaworski, 1989), and brand image transfer (Simonin & Ruth, 1998), the author aimed to advance the study of cause-related marketing (CRM) strategy by (1) investigating brand traits (i.e., perceived warmth, perceived competence) as potential processing elements for consumer brand attitude formation, and (2) analyzing the subsequent impact of the brand attitude formation process on purchase intention. Specifically, this research analyzed how the presence of a charitable cause (St. Jude Children's Research Hospital) in a CRM promotional offer to purchase NBA-licensed team apparel (Golden State Warriors vs. Phoenix Suns) impacted consumer perception of brand traits (i.e., perceived warmth, perceived competence) for the team, brand attitude toward the team, and purchase intention, while controlling for team identification and perceived value.

The main study used an Amazon Mechanical Turk sample ($N = 314$; age 18-71, $M = 36$, $SD = 11.31$; 62% male) and employed a 2 (promotion type: standard vs. CRM) x 2 (team type: successful vs. unsuccessful), experimental design with multivariate analysis of covariance (MANCOVA). Consistent with previous research (Aaker, Vohs, & Mogilner, 2010), the findings suggest that the presence of the charity in the CRM message significantly increased consumers' warmth brand trait ratings for both the successful (Warriors) and unsuccessful (Suns) teams.

Results also indicated consumer ratings for brand attitude were significantly higher for CRM (vs. standard) conditions for both successful and unsuccessful teams. However, for purchase intention (the primary dependent variable), only the successful CRM team condition (Warriors) noted a statistically significant increase. In essence, the CRM offer with the successful team noted a statistically significant increase in purchase intention, suggesting that the increased warmth together with the baseline high competence placed this team into what Aaker and colleagues (2010) refer to as a

“golden quadrant” (i.e., high warmth $M = 5.65$, $SD = .96$, high competence $M = 5.81$, $SD = .94$) of favorable consumer perception, while the unsuccessful team CRM offer fell short (i.e., high warmth $M = 5.30$, $SD = 1.28$, low competence $M = 4.93$, $SD = 1.52$) of this quadrant.

Collectively, the results suggest an “image transfer” effect (Simonin & Ruth, 1998), whereby the positive traits of the charity brand were transmitted to the team brands as part of the consumers’ brand evaluation process (MacInnis & Jaworski, 1989). Although competence significantly increased for the unsuccessful team in the CRM (vs. standard) condition, the ratings were still significantly lower than the successful team CRM condition competence ratings. Subsequently, consumers’ purchase intention ratings did not significantly increase for the unsuccessful team despite being partnered with a charity.

The current research contributes to the CRM literature by suggesting brand traits (warmth, competence) play a role in the consumer brand attitude formation process, and in turn, this outcome had a main effect on purchase intention. This research makes a first attempt at examining the effect of CRM messaging on consumer perception while controlling for team identification and perceived value. Practical implications and future research relative to these findings are discussed.

Acknowledgements

I am very fortunate to have so many wonderful people to thank for their ongoing support during my Ph.D. journey. First, I must begin with a sincere thank you to Dr. Brian Gordon for believing in me and supporting me, for sharing his thoughts and perspectives with me about life in academia, but more importantly sharing wisdom about life in the broader sense of keeping family first. I am forever indebted to Dr. Gordon for his countless hours and countless reviews dedicated to my research, and for providing his commitment and insight on navigating the challenges of earning a Ph.D. Dr. Gordon, thank you for helping me refine my approach to research, and for helping me maintain focus at crucial moments throughout my doctoral studies.

I also want to recognize Dr. Jordan Bass. Dr. Bass has a gift for transforming complex concepts and processes into manageable tasks. I sincerely appreciate Dr. Bass' efforts to make me a better writer, a better researcher, and a better person. Dr. Bass, thank you for being there for me when the journey seemed impossible – you helped me see what's possible. To Dr. Aaron Clopton, thank you for opening the door to this opportunity and helping me craft a plan of study. You provided great vision and encouragement as I began this journey. Also, to Dr. Angela Lumpkin, thank you for helping me refine my writing style early on in the program.

Thank you to my committee members Dr. Phillip Gallagher, Dr. Tien-Tsung Lee, and Dr. Peter Bobkowski. To Dr. Gallagher, thank you for helping me gain a better understanding of research and career preparation. I will always have fond memories of your seminar class. To Dr. Lee, thank you for your guidance navigating SPSS and statistical analyses, and for our many interesting discussions about research and life in academia. You have a strong commitment and passion for helping students, and I hope to follow your lead as both a teacher and researcher. To Dr. Bobkowski, thank you for helping

me develop a better understanding of mediation analyses. I am so appreciative of your willingness to clarify study design and mediation models so I can refine my research skills.

I owe a heartfelt thank you to marketing faculty (Dr. Jin Pyone, Dr. Noelle Nelson, Dr. Jessica Li, Dr. Promothesh Chatterjee, Dr. Jenny Olson) in the KU School of Business for welcoming me into their seminar classes. To Dr. Olson, thank you for taking a special interest in my development and encouraging me to venture outside my comfort zone and navigate challenges with confidence. A special thank you to my friend and colleague Samer for unending encouragement and support along the way. It means so much to me that you always find time to listen – you made this journey worthwhile. Thank you to my fellow doctoral marketing students, Amin, Frank, Luxi, Marija, and Miranda for providing wonderful memories and for inspiring me to aim high with my goals. For my fellow Ph.D. students in sport management, Brent, Claire, Dominique, Farah, Ollie, Peyton, Sarah, and Zach, thank you for the camaraderie and intriguing conversations throughout the journey.

To my best friend, Ricky, thank you for always believing in me and for helping me find the strength and courage to stay the course. Most importantly, I want to thank my family – my wife, Kerri, sons Ryan and Aaron, and daughter Hannah for your love and support throughout this long journey. You inspire me with love, laughter, and simple moments. You are constant reminders that with love and faith, we can accomplish anything.

Table of Contents

Abstract.....	iii
Acknowledgements.....	v
List of Figures and Tables	viii
Chapter One: Introduction	1
Theoretical Framework	9
Statement of the Problem	12
Chapter Two: Review of Literature & Hypotheses Development.....	15
Brand Information Processing.....	17
Consumer-Based Brand Equity	22
Brand Associations and Brand Attitude	27
Brand Processing Elements: Warmth, Competence.....	30
Cause-Related Marketing (CRM) and Brand Equity	34
Consumer Perception of Cause-Related Marketing (CRM)	39
Team Identification and Perceived Value as Covariates.....	40
Hypotheses Development.....	45
Chapter Three: Method.....	51
Chapter Four: Results	61
Chapter Five: Discussion	67
Practical Implications	81
Limitations & Future Research	87
Appendix A: Participant recruitment message and oral consent	92
Appendix B: Institutional Review Board (IRB) approval	94

Appendix C: Stimuli from main study.....	95
References.....	96
Biographical Sketch.....	115

List of Tables and Figures

Table 1. Antecedents and Consequences of Brand Processing (MacInnis & Jaworski, 1989)	19
Table 2. Measures Used To Create Indices	59
Table 3. Reliability Measures for Indices	62
Table 4. Main effect summary of warm (H1), brand attitude (H2), purchase intent (H3)	64
Table 5. Pairwise summary of warm (H1), brand attitude (H2), purchase intent (H3)	64
Table 6. Main effect summary of competent (H4), brand attitude (H5), purchase intent (H6)	66
Table 7. Pairwise summary of competent (H4), brand attitude (H5), purchase intent (H6)	66
Table 8. Covariate summary on purchase intention	66
Figure 1. Brand Processing Model (MacInnis & Jaworski, 1989)	12
Figure 2. Proposed Brand Processing Model (adapted to include brand traits)	12
Figure 3. Aaker's (1991) Brand Equity Model.....	25
Figure 4. Keller's (1993) Consumer-Based Brand Equity Model	26
Figure 5. Dimensions of Brand Associations (Aaker, 1991; Keller, 1993).....	29
Figure 6. Brands as Intentional Agents Framework (Kervyn et al., 2012).....	33

Chapter One: Introduction

Cause-related marketing (CRM) is an increasingly popular and mainstream marketing strategy (Christofi, Vrontis, Leonidou, & Thrassou, 2018; Guerriero, Rita, & Trigueiros, 2015) with expenditures on CRM initiatives reaching \$2 billion annually (IEG, 2017). Despite being the fastest-growing strategy in the U.S. for sponsorship and marketing (Koschate-Fischer, Stefan, & Hoyer, 2012), consumer attitude formation toward CRM, has received limited academic inquiry (Christofi et al., 2018; Roy & Graeff, 2003).

CRM is a promotional strategy used by organizations to associate with a good cause, while also engaging consumers in revenue-providing exchanges that satisfy both firm and individual objectives (Varadarajan & Menon, 1988). Organizational outcomes for CRM initiatives include more favorable consumer attitudes toward the brand supporting the cause (Lafferty & Goldsmith, 2005), increased sales and consumer purchase intentions (Lafferty, Goldsmith, & Hult, 2004; Varadarajan & Menon, 1988), and enhanced brand equity (Simonin & Ruth, 1998), while charities engaged in CRM experience increased awareness and donations (Guerreiro et al., 2015; Varadarajan & Menon, 1988). Scholars have also noted that CRM engagement enhances consumers' general sense of well-being (Bhattacharya & Sen, 2004) and need for pride and self-satisfaction (Kim & Johnson, 2013). In essence, organizations, charities, and consumers can benefit from CRM initiatives.

While research suggests that consumers generally have a positive view of CRM initiatives (Ellen, Mohr, & Webb, 2000; Moosmayer & Fuljahn, 2010) and CRM results in more favorable views of the brand supporting the cause (Folse, Niedrich, & Grau, 2010; Lafferty et al., 2004), scholars have specifically called for more research on consumer attitudes toward CRM (Christofi et al., 2018; Varadarajan & Menon, 1988). Given the growth rate and spending for this line of marketing strategy,

the timing is appropriate for examining factors that impact the successes of CRM efforts (Nichols, Cobbs, & Raska, 2016).

The author aimed to advance the study of CRM strategy by (1) investigating brand traits (i.e., perceived warmth, perceived competence) as potential processing elements for consumer brand attitude formation, and (2) analyzing the subsequent impact of the brand attitude formation process on purchase intention. Specifically, this research analyzed how the presence of a charitable cause (St. Jude Children's Research Hospital) in a promotional offer to purchase NBA-licensed team (Golden State Warriors vs. Phoenix Suns) apparel impacted consumer perception of brand traits (i.e., perceived warmth, perceived competence) for the team, brand attitude toward the team, and purchase intention, while controlling for team identification and perceived value. The author aimed to contribute to the CRM literature in three distinct ways. First, by making a first attempt at isolating the effect of CRM messaging on consumer perception and brand processing by controlling for team identification and perceived value. Previous research has found both team identification (Gladden & Funk, 2002; Lee & Ferreira, 2011) and perceived value (Kwon, Trail, & James, 2007) to influence consumer attitudes and purchase intention. The second contribution to CRM literature by this research includes a proposed expansion to the MacInnis and Jaworski (1989) brand attitude formation model by including brand traits (i.e., warmth, competence) as key consumer brand processing elements. The third contribution of this research involves providing more clarity on CRM as a brand building strategy to enhance brand-related outcomes and brand equity for sport teams.

Existing research analyzing consumer attitudes toward CRM is scant (Christofi et al., 2018). The limited research in this area involves analyses of pre-existing attitudes toward the cause and the brand supporting the cause, fit between cause and the brand supporting the cause, cause familiarity and proximity (Grau & Folse, 2007; Lafferty, Goldsmith, & Hult, 2004; Nichols, et al., 2016), and

perceived firm motivations (Myers & Kwon, 2013). It remains unclear what other types of processing elements may play a role in the formation of consumer brand attitude and intentions toward brands engaging in CRM campaigns. Advancing an understanding of factors involved in the consumer brand attitude formation process toward CRM and its subsequent effect on purchase intention may have value for marketing practitioners.

Brand Traits and Brand Attitude

According to Park, MacInnis, Priester, Eisingerich, and Iacobucci (2010), brand attitude relates to a person's judgment of the goodness or badness of a brand, ranging from positive to negative on a bipolar valence dimension, and it has been shown to predict purchase intention (Fazio, Powell, & Williams, 1989). Understanding that brand attitude is a fundamental component of brand equity (Keller, 1993), investigating processing elements for brand attitude in a CRM context can provide insight on strategies for enhancing brand equity, as well as purchase intention outcomes. Warmth and competence have been established as the two fundamental, universal social perceptions that people use to evaluate others (Fiske, Cuddy, & Glick, 2007). Drawn from the Stereotype Content Model (SCM), warmth judgments relate to perceived intentions of others (i.e., "friend or foe") and involve evaluations of kindness and generosity, while competence judgments relate to perceived ability (i.e., ability to enact on intentions) and include evaluations of effectiveness, efficiency, and skillfulness (Aaker et al., 2010; Fiske et al., 2007; Wang, Mao, Li, & Liu, 2016). Based on the fact that these dimensions have been applied to perceptions of organization type (i.e., profit, non-profit) and brands (Aaker et al., 2010; Kervyn, Fiske, & Malone, 2012), the author aimed to investigate these trait judgments in the current research as potential processing elements for brand attitude formation in response to CRM initiatives, as well as their impact on purchase intentions.

Factors Impacting Consumer Attitudes and Intentions

When investigating marketing strategy in the context of sport, researchers have suggested several factors that might influence consumer perceptions, attitudes, and purchase intentions, including team identification and perceived value (Kwon et al., 2007; Lee & Ferreira, 2011), as well as team performance (Platow et al., 1999; Ngan, Prendergast, & Tsang, 2011). Scholars have proposed that individuals develop team identification because the team signifies an extension of one's sense of self (Schafer, 1969), and that self-concept is based on the emotional significance attached to that group membership (Tajfel, 1981). Wann & Branscombe (1993) further suggested that one's level of emotional attachment to a team influences attitudes and behaviors. Perceived value is defined as a consumer's overall assessment of the utility of a product or service based on the exchange (Zeithaml, 1988). Both team identification and perceived value have been linked to consumer attitudes and purchase intentions, and the current research marks a first attempt at controlling for these variables in order to better isolate and analyze the effect of brand traits and brand attitude on purchase intention in the context of CRM strategy.

Kwon, Trail, and James (2007) noted the importance of investigating consumer purchase intentions and offered insight on perceived value as a mediator in the relationship between attitude and consumers' intention to purchase team-licensed apparel. While team identification is commonly linked with consumer purchase intention of team-licensed apparel, their findings underscore the importance of investigating other possible determinants of purchase intention as perceived value explained 42.6% of the variance in purchase intention (Kwon et al., 2007). While these findings provide insight on consumers, Kwon et al. (2007) did not specifically evaluate CRM strategy, nor the potential impact the presence of a charitable cause in marketing materials might have on consumer attitudes and intentions. Lee and Ferreira (2011) suggested that team identification can impact the relationship between CRM

and consumers' purchasing decision for Major League Baseball team-licensed products. Essentially, Lee and Ferreira (2011) found consumers that were highly identified with the team were mostly driven to purchase as a way to demonstrate affiliation with the team, and not necessarily in regard to supporting the cause. Based on these findings and in an effort to better isolate the effect of a CRM themed promotional message on consumer attitudes and intentions, the current research accounts for team identification and perceived value as potential covariates. Exploring the effect of processing elements (i.e., brand traits) on brand attitude and consumers' purchase intentions for team apparel, while controlling for team identification and perceived value, may provide insight on CRM strategy.

Regarding team performance, Ngan et al. (2011) suggested that "winning" positively influences consumers' intention to purchase sponsor products, and concluded that weak team identifiers respond more negatively to a losing team than strong team identifiers. However, their work relied on priming respondents on success perceptions, and did not review the role of team success on CRM initiatives or purchase intent for team apparel. More specific to CRM strategy, Platow and colleagues (1999) examined charity donations of team-identified fans before and after six football games. Their findings revealed that fans of winning teams contributed more to charity after (vs. before) the game, while this trend was reversed for the losing team. Considering these studies collectively, a clear pattern emerged regarding whether a team partnered with a sponsor or charity: Consumer perception of whether the team was successful (vs. unsuccessful) positively influenced consumer intention to purchase sponsor products and donate to charity. Based on these findings, the author examined CRM strategy in the context of contrasting successful vs. unsuccessful teams. While previous studies provide insight on consumer intentions relative to specific game outcomes, it remains unclear how baseline consumer perception of team success might impact brand attitude formation and purchase intentions in CRM strategy.

Foundational research that may explain the impact of perceived success on consumer attitudes and intentions is offered by the Basking-in-reflected-glory (BIRGing) and Cutting-off-reflected-failure (CORFing) theories (Cialdini et al., 1976). These theories suggest that people are inclined to gravitate toward successful others and adopt others' success as their own, but conversely, people tend to distance themselves from failure (i.e., unsuccessful others). Ashforth and Mael (1989) also noted how highly identified individuals tend to become emotionally involved in successes and failures of the object of identification – in the case of the current research, the team would serve as the object of identification.

Pertaining to the current research, perceived success of a particular team was examined with baseline consumer measures independent of game outcome (Platow et al., 1999) and narratives describing team performance (Ngan et al., 2011). While the measures for team performance in previous research may indeed reflect perceived team success, the priming nature in these studies leaves unanswered the question of how consumers might perceive teams featured in typical CRM promotional materials independent of game results and priming narratives. The author aimed to investigate how consumers might respond to CRM initiatives featuring successful (vs. unsuccessful) teams based on pure consumer perception, and the potential impact on brand attitudes and purchase intentions. By examining pure consumer perception simply based on the stimuli in the CRM promotional message, the author sought to simulate a typical process whereby consumers might encounter this type of marketing communication. Researchers have noted the value of simulating realistic stimuli and processes to enhance external validity, and to activate genuine brand affect and associations (Simonin & Ruth, 1998).

CRM and Consumer Perception

Other factors to consider when investigating CRM involve how receptive consumers are in general to this type of initiative, and to what extent organizations have utilized this type of strategy. A vibrant “giving” culture in the U.S. (Dees, 2012) and a high degree of consumer willingness to engage with non-profit charities (The Harris Poll, 2017) suggest that CRM can be an effective marketing strategy. In 2017, an all-time record \$410 billion was given to charity in the U.S. (Giving USA, 2018), and another \$2 billion is spent annually on cause marketing initiatives by sport organizations and corporations (IEG, 2017). Similar to the rise in charitable giving, the sales of team-licensed goods have climbed to \$15.4 billion in 2016 (The Licensing Letter, 2017), suggesting a need for further analysis of factors that help advance knowledge of consumer attitudes and purchase intentions in the context of CRM. Accordingly, Nichols et al. (2016) proposed that the rise of financial commitment and investment in charitable activities through sport warrants a deeper understanding of how and when consumers respond favorably, or unfavorably, to CRM initiatives.

Frequently, non-profit charities partner with businesses and sport organizations in alliances that incentivize consumers to purchase, while also linking the purchase to some type of charitable donation. The alliances are operationalized in the form of strategic CRM partnerships (Lafferty & Goldsmith, 2005) and can often result in favorable consumer attitudes toward the firm (Ross, Patterson, & Stutts, 1992), while also yielding a positive influence on purchase decisions (Barone, Miyazaki, & Taylor, 2000; Irwin, Lachowetz, Cornwell, & Clark, 2003; Lee & Ferreira, 2011). With nearly 60% of Americans self-identified as sport fans (Jones, 2015), many organizations have recognized the value of utilizing sport brands with cause marketing initiatives to achieve outcomes highlighted by previous research in the form of strengthened connections with consumers, improved brand awareness,

enhanced brand image, and increased sales (Cornwell & Maignan, 1998; Varadarajan & Menon, 1988).

Sport Themed CRM

In the sport context, all 30 NBA teams engage in charitable initiatives in conjunction with NBA Cares (NBA.com, 2016). For example, the Golden State Warriors recently donated \$450,000 for California fire relief efforts (Medina, 2017), and helped fund the renovation of a San Leandro Boys & Girls Club (Thomas, 2018). Since 2005, NBA Cares has donated more than \$105 million to charity (NBA.com, 2016). While the Warriors' initiatives and many NBA Cares programs do not necessarily meet a fundamental criteria of CRM in linking donations to consumer purchases (Varadarajan & Menon, 1988), the author aimed to demonstrate with the current research that sport organizations might achieve increased sales outcomes, as well more favorable brand attitude ratings, by engaging in pure CRM strategy. An example of pure CRM is highlighted by the Cleveland Browns initiative that integrated a sales promotion with CRM strategy during the 2017 season. The program offered a 25% discount to consumers and 100% of net sales proceeds donated to educational initiatives and neighborhood field projects in the area (Kleps, 2017). The Browns' initiative was projected to top \$250,000 in sales, and illustrates how sport organizations and charities can benefit from increased consumer engagement via CRM. In this particular type of CRM strategy, the team seeks to improve consumers' brand attitude and purchase intention by partnering with the charity, while the charity stands to gain increased awareness and donations through its affiliation with the team. Analyzing how strategic CRM programs are utilized to influence consumers may provide insight to marketing practitioners. The author aimed to advance this line of research by investigating processing elements for consumer brand attitude formation in the context of CRM, and their potential impact on purchase intention for team apparel. Theoretical foundations for this line of inquiry are discussed below.

Theoretical Framework

This work draws from several theories and concepts in previous research, including information integration theory (Anderson, 1981), brand image transfer (Gwinner & Eaton, 1999), the brand attitude formation model (MacInnis & Jaworski, 1989), brand traits (Aaker et al., 2010; Kervyn et al., 2012), and Keller's (1993) Consumer-Based Brand Equity Model. With the current research, the author proposed that perceived warmth and brand attitude ratings would be significantly higher for brands in a CRM initiative, and subsequently, consumers' purchase intention for team apparel would increase. In addition to benefits from enhanced brand attitude and purchase intentions, an organization engaged in CRM strategy may also build brand equity (Simonin & Ruth, 1998). Theoretical components for the current research are explained below in more detail.

Scholars have taken a variety of theoretical approaches to describing, understanding, and predicting consumer response to advertising and other messaging stimuli (Cohen, 1987). The brand information processing model (MacInnis & Jaworski, 1989), information integration theory (Anderson, 1981), and image transfer (Gwinner & Eaton, 1999) provide the theoretical framework to explain the process by which consumers process stimuli to shape beliefs and attitudes. According to Eagly and Chaiken (1993), attitude can be defined as a "psychological tendency that is expressed by evaluating an entity with favor or disfavor" (p.1). Fishbein and Ajzen (1975) posited that attitude toward an object eventually determines behavior intention, and that attitudes are a critical component of marketplace behaviors. In the context of how consumers process and evaluate a CRM message, brand attitudes can be influenced based on how the information is integrated and associated in the mind of the observer. Characteristics or traits of the brands in the CRM initiative can have a "spillover" or "halo" effect on one another to reshape consumer perception (Simonin & Ruth, 1998).

Beckwith, Kassarian, and Donald (1978) defined halo effect as a positive preconception of one measure that spills into another. Consumers often form perceptions and make judgments about organizations based on limited information (Aaker, et al. 2010), and these perceptions and judgments can be influenced by characteristics and traits of the brands present in the stimuli (Gwinner & Eaton, 1999; Simonin & Ruth, 1998). The consumer evaluative efforts of stimuli can influence brand perceptions by transferring characteristics or traits of one brand to another in close proximity, known as brand image transfer (BIT). In the case of BIT, the actual brand image and related associations are being transferred and this impacts consumer perception (Gwinner & Eaton, 1999). BIT has foundations in associative learning, which describes mechanisms through which associative links are developed between stimuli (Till & Nowak, 2000). Furthermore, these perceptions and judgments can positively influence satisfaction, attitudes, and behavioral intentions (Joyner & Payne, 2002; Mohr & Webb, 2005). Empirical studies have demonstrated the importance of associative learning in the context of brand associations and image transfer facilitating positive attitude toward a brand (Gwinner & Eaton, 1999). In addition to brand image transfer, information integration (Anderson, 1981) has been found to shape consumer evaluative processes. MacInnis & Jaworski (1989) provided a detailed brand information processing model to explain brand attitude formation, and information integration is a central component of the model.

Information integration theory informs research on how consumers perceive CRM initiatives by describing the process by which stimuli are interpreted and combined by consumers to shape beliefs or attitudes (Anderson, 1981). This theory posits that beliefs or attitudes are formed and modified as stimulus information is interpreted and integrated with existing beliefs or attitudes (Simonin & Ruth, 1998). Material in close proximity to a brand, often referred to as context effects (Lynch, Chakravarti, & Mitra, 1981), can be integrated in the consumer evaluative process of messaging stimuli. This

process of information integration plays a prominent role in the brand processing model proposed by MacInnis and Jaworski (1989). The model consists of three central parts: (1) antecedents; (2) processing; and (3) consequences, with brand attitude as the final outcome of the model. The antecedents subsection involves consumers' needs, processing ability, motivation, and opportunity. The processing subsection consists of consumers' attention levels, processing capacity, processing operations, and processing moderators. The final subsection outlines how emotional and cognitive responses form a link between processing operations and brand attitude formation. Figure 1 outlines the full model by MacInnis and Jaworski (1989), and the Chapter Two literature review provides an overview of this model. However, it should be noted that due to the complexity of the multi-faceted model, only selected components (i.e., stimulus exposure, processing, and consequences) are more relevant to this study and those components will be examined in more detail. An adapted version of the MacInnis and Jaworski (1989) model is outlined in Figure 2, along with a detailed explanation of how specific components of the model inform the current study.

Specifically, Figure 2 includes the addition of processing element brand traits (i.e., warmth and competence), which have foundations in the Stereotype Content Model (Fiske, et al., 2007; Kervyn, et al., 2012). The SCM was developed to explain fundamental social perceptions of warmth and competence and how these are manifested through stereotypes of social groups (Fiske et al., 2007). However, this concept has also been applied to brands (Kervyn et al., 2012) and organizations (Aaker et al., 2010) as well. Warmth judgments relate to perceived intentions and include evaluations of kindness, whereas competence judgments relate to perceived ability and include evaluations of effectiveness (Wang et al., 2016).

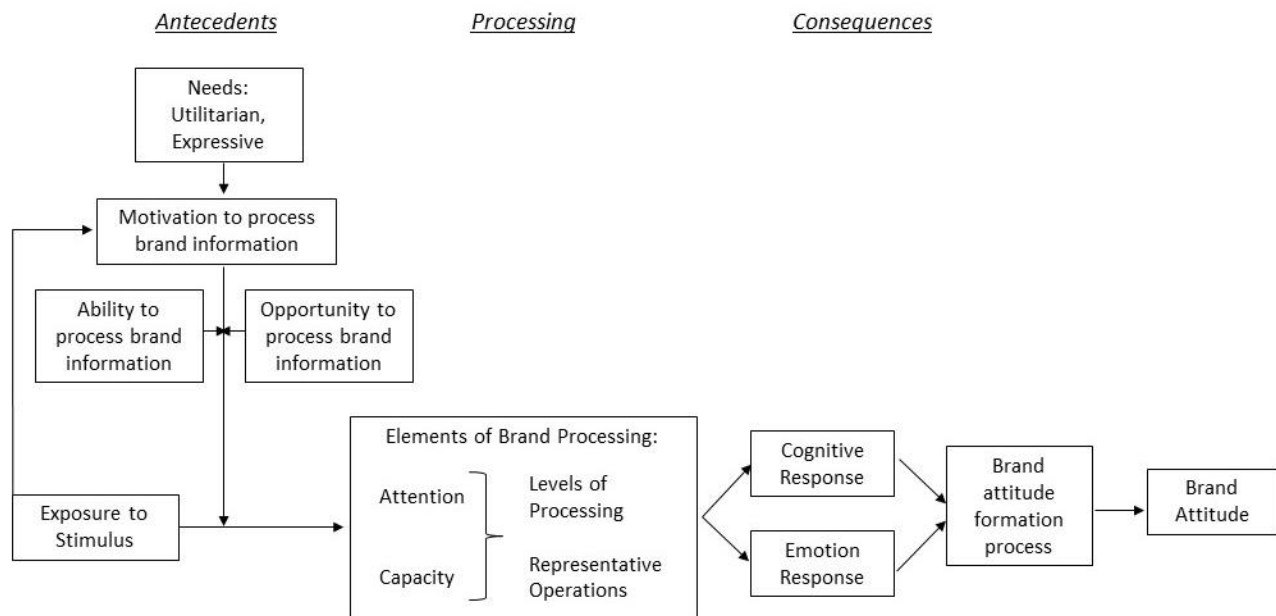


Figure 1. Brand Processing Model. Adopted from “Information processing from advertisements: Toward an integrative framework.” By MacInnis & Jaworski, 1989, *Journal of Marketing*, 53(3), p.3.

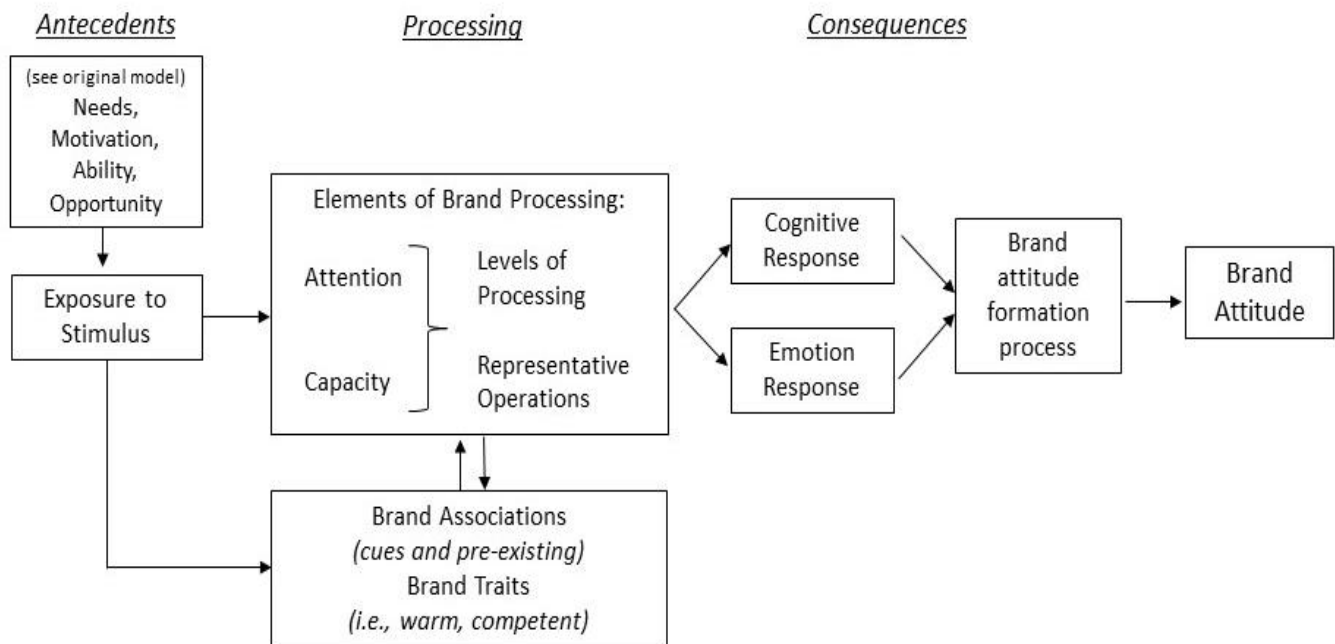


Figure 2. Proposed Brand Processing Model with brand traits and brand associations. Adapted from MacInnis & Jaworski, 1989, p.3.

Statement of the Problem

Traditionally, CRM partnerships seek to enhance attitudes for brands (Giannoulakis & Drayer, 2009) and the cause (Lafferty & Goldsmith, 2005), while also increasing purchase intention (Lafferty et al., 2004). However, previous research is limited relative to analyses of consumer attitudes and intentions in response to CRM campaigns (Christofi et al., 2018; Lafferty et al., 2004; Myers & Kwon, 2013; Roy & Graeff, 2003). While several scholars have investigated CRM strategy outcomes from various perspectives (Ellen et al., 2000; Folse et al., 2010; Grau & Folse, 2007; Irwin et al., 2003; Kim, Kwak, & Kim, 2010; Lafferty & Goldsmith, 2005; Lafferty et al., 2004; Lee & Ferreira, 2011; Myers & Kwon, 2013; Nichols et al., 2016; Westberg & Pope, 2014), the study of consumer attitudes, processing elements for attitude formation, and subsequent responses to CRM is still evolving (Barone, Miyazaki, & Taylor, 2000).

The author sought to fill a gap in the research by addressing other potential factors impacting consumers' brand attitude formation toward CRM (Barone et al., 2000; Christofi et al., 2018; Lafferty et al., 2004; Myers & Kwon, 2013; Nichols et al., 2016; Roy & Graeff, 2003) and its subsequent impact on purchase intention (Grau & Folse, 2007; Kwon et al., 2007; Nichols et al., 2016). The robust findings of the Stereotype Content Model (Fiske et al., 2007) in the context of brand evaluations (Kervyn et al., 2012) and judgments of organizations (Aaker et al., 2010) calls for inquiry as to how these warmth and competence dimensions impact consumer attitudes and intentions in the context of CRM strategy. Similarly, the robust nature of team identification (Schafer, 1969; Tajfel, 1981; Wann & Branscombe, 1993) and the BIRGing and CORFing phenomena relative to team performance (Ashforth & Mael, 1989; Cialdini et al., 1976) prompt researchers to examine the impact of these factors on consumers exposed to CRM initiatives involving sport teams. Examining processing elements for brand attitude formation and their impact on purchase intention in the context of CRM

strategy might reveal further insight on how consumers respond to these CRM campaigns.

Understanding the nuances of CRM strategy provides marketing practitioners opportunities to craft initiatives that also build brand equity via enhanced consumer brand attitudes.

The author's purpose in the current study was to advance this line of research by examining how processing elements such as brand traits (i.e., warmth, competence) and perceived team success might impact consumers' brand attitudes and purchase intentions for a CRM campaign, while controlling for team identification and perceived value. The following literature review discusses theoretical foundations for this research in more detail.

Chapter Two: Review of Literature

The purpose of this chapter is to examine the brand attitude formation process, and its subsequent impact on influencing consumer attitudes and behavior intentions in the context of one specific type of initiative designed to strengthen brand equity: Cause-related marketing (CRM). Research on brands and brand equity has been integral to marketing literature for many years, and it is widely accepted that a brand serves as the core of the customer relationship (Aaker, 2014). Brand attitude is considered a fundamental antecedent for brand equity, and purchase intention is a consequence of brand equity (Chang & Liu, 2009). Scholars have noted that nearly every marketing activity is designed to manage and develop brand equity (Aaker, 1991; Keller, 1993), and this chapter outlines relevant theory and research involved in developing strategic CRM initiatives that support brand equity.

First, this chapter will discuss theoretical foundations for consumer perception of CRM and formation of brand attitude, including information integration theory (Anderson, 1981; Simonin & Ruth, 1998), brand image transfer (Gwinner & Eaton, 1999; Till & Nowak, 2000) and the brand processing model that shapes brand attitude (MacInnis & Jaworski, 1989). Next, this review will discuss Keller's (1993) brand equity model, specifically noting the role of brand attitude and brand associations on favorable brand equity. Third, the Stereotype Content Model (SCM) (Fiske et al., 2007) and its relationship to brand attitude and purchase intention will be discussed. Fourth, the elements of CRM and their relationship with brand equity will be examined, specifically highlighting the antecedent brand attitude, and the consequence of consumer purchase intentions. Finally, potential covariates for purchasing team merchandise (i.e., team identification, perceived value) will also be discussed.

As a starting point, the first section of this literature will provide an overview of the theoretical foundation for how consumers perceive and process information relative to CRM stimuli. To that end, this section will discuss information integration theory, associative learning, and image transfer in the context of the brand information processing model (MacInnis & Jaworski, 1989). Information integration theory and associative learning describe how stimuli are interpreted by consumers to shape beliefs or attitudes (Anderson, 1981). This theory posits that “beliefs or attitudes are formed and modified as people receive, interpret, evaluate, and then integrate stimulus information with existing beliefs or attitudes,” (Simonin & Ruth, 1998, p.30), and results in a shift in brand perceptions by transferring characteristics or traits of one brand to another in close proximity, known as brand image transfer (BIT). BIT has foundations in associative learning, which describe mechanisms through which associative links are developed between stimuli (Till & Nowak, 2000). The integrative attitude processing model by MacInnis and Jaworski (1989) provides an integral framework for this study, and will be explained below.

The second section will outline brand equity and its dimensions, highlighting key aspects of brand associations and brand attitude, which are most relevant to this study. As consumer-based brand equity (CBBE) dominates marketing research, (Chatzipanagiotou, Veloutsou, & Christodoulides, 2016), this literature review will focus on the CBBE model proposed by Keller (1993), while also drawing from Aaker’s (1991) brand equity model.

The third part outlines the Stereotype Content Model (SCM) (Fiske et al., 2007) and its relationship to brand attitude and purchase intention. The SCM is grounded in the notion that two fundamental dimensions of social perception, warmth and competence, provide a way for people to make evaluative judgments others (Fiske et al., 2007), guide interactions with other people and social groups and organize the way they perceive the world around them (Kervyn et al., 2012). Researchers

have proposed that people relate to brands in similar ways (Fournier, 1998; Kervyn et al., 2012), and this concept is foundational for the current research.

The fourth section will outline CRM (Kim, Kwak, & Kim, 2010; Lafferty & Goldsmith, 2005; Pharr & Lough, 2012; Smith & Alcorn, 1991; Varadarajan & Menon, 1988) and its relationship to brand equity (Hsu, 2012; Lai et al., 2010). As mentioned in the introduction, CRM is defined as a firm's promotional strategy that involves association with a charitable cause, while also engaging consumers in revenue-providing exchanges (Varadarajan & Menon, 1988). Scholars have noted that investing in CRM contributes to higher brand equity (Melo & Ignacio, 2011), and the current research aimed to advance this line of scholarly work.

Finally, the last section will examine team identification and perceived value as contributors to consumer purchasing decisions (Kwon et al., 2007; Lee & Ferreira, 2011). However, the current research controlled for these variables in order to better isolate the effects of brand traits on brand attitude and purchase intention in the context of CRM strategy. Collectively, the following sections provide a comprehensive discussion of relevant theory and literature that inform this study.

Brand Information Processing

The brand processing model (MacInnis & Jaworski, 1989) proposed two types of consumer needs in the antecedents subsection: utilitarian, defined as requirements for products that solve problems; and expressive, defined as requirements for products that provide social or aesthetic utility. Consumer needs vary based on an individual's hierarchy, and message stimuli can often serve to activate these needs (MacInnis & Jaworski, 1989).

Motivation is defined as the desire to process brand information in the message. While MacInnis and Jaworski (1989) acknowledged that various consumer motivations might be present at stimulus exposure, their focus was on the perspective of the marketing practitioner whose objective is

encouraging brand processing and evaluation. Ability and opportunity serve as moderators in the antecedents subsection, and as the role of these components is limited in the scope of this study, they will only be briefly defined here. Ability is defined as skill or efficiency in interpreting brand information in the stimuli, and opportunity refers to the extent to which circumstances are presented during exposure to stimuli that are favorable to brand processing (MacInnis & Jaworski, 1989). This concludes the antecedents subsection, leading next to processing.

The processing subsection includes various elements of brand processing, including attention, capacity, level of processing, and representative operations. Attention is defined as the consumers' general distribution of mental activity to the task, which in this case is processing the present stimuli (MacInnis & Jaworski, 1989). Attention is a limited cognitive resource (Broadbent, 1977) and can vary in strength and duration. Consumers are subject to either high degrees of attention on a primary task, or divided attention between a primary task and a secondary task, such as daydreaming or other environmental stimuli. As a consumer's attention level increases, greater working memory or "processing capacity" is allocated to the stimuli (MacInnis & Jaworski, 1989). Subsequently, level of processing involves depth of understanding about a brand. As attention and capacity increase, level of processing also increases which allows the consumer deeper brand processing. Consistent with previous research (Greenwald & Leavitt, 1984), MacInnis and Jaworski (1989) proposed six levels of brand processing, and within each level representative operations for processing are activated.

Operations are defined as "mental activities involving the analysis of encoded information," (MacInnis & Jaworski, 1989, p.5) and include feature analysis, basic categorization, meaning analysis, information integration, role-taking, and constructive processes. The following information in Table 1 provides examples of how MacInnis and Jaworski (1989) outline the function of antecedents, processing, and consequences in the brand processing model. While the "moderate" row of the table

with information integration processing operations is the application of the model most pertinent to this dissertation, the peripheral processing routes also have relevance (i.e., low, low-moderate, high).

Components of the table are discussed below.

Table 1.

Antecedents and Consequences of Brand Processing

Antecedents		Processing			Consequences	
<i>Motivation, Ability, Opportunity</i>	<i>Attention</i>	<i>Capacity</i>	<i>Operations</i>	<i>Cognitive</i>	<i>Emotion</i>	<i>Brand formation process</i>
Low	Attention divided: secondary task and stimuli	Low	Basic categorization	Evaluative thoughts on salient stimuli cues	Emotional response to salient stimuli cues	Pure affect transfer
Low-moderate	Focused on stimuli	Low-moderate	Meaning analysis	Evaluative thoughts; relevance based on stimuli cues	Emotional response: tied to credibility and comprehension	Heuristic evaluation
Moderate	Focused on stimuli	Moderate	Information Integration	Integrating salient and nonsalient stimuli cues; Interpretive inference	Emotional response to inferences and integration of stimuli cues	Message-based persuasion
High	Focused on stimuli	High	Role-taking	Evaluative thoughts: empathic identification with situation	Emotional response to empathic identification	Empathy-based persuasion

Note. Adopted from “Information processing from advertisements: Toward an integrative framework.” By MacInnis & Jaworski, 1989, *Journal of Marketing*, 53(3), p.4.

MacInnis and Jaworski (1989) noted that when antecedents (i.e., motivation), attention and capacity are low, consumers adopt basic categorization as the representative operation for processing, resulting in evaluative (i.e., cognitive) and emotional responses that lead to pure affect transfer. For example, in a Nike shoe advertisement featuring music and imagery, the consumer may combine music

and imagery elements of the stimulus to categorize the content as a “Beatles song.” However, due to low attention and capacity, the consumer lacks the ability to understand the song’s purpose in relation to brand information (MacInnis & Jaworski, 1989). In a sense, the consumer has an emotional response to the stimuli, but there may not be a connection to brand information.

When antecedents, attention, and capacity are low-to-moderate, consumers have higher levels of attention to the stimulus. This results in low-moderate processing capacity and meaning analysis as the representative operation for processing (MacInnis & Jaworski, 1989). Meaning analysis involves interpretation of salient stimulus cues to derive understanding of the message. Referring to the preceding example of the Nike shoe advertisement, meaning analysis may advance consumer understanding and connection to the brand with the realization that the message is for a new shoe, and salient aspects of the stimulus will be encoded.

In the stage of moderate antecedents, attention, and capacity, consumers adopt information integration as the representative operation for processing and this results in message-based persuasion (MacInnis & Jaworski, 1989). In this stage, consumers synthesize several elements of the stimulus in a detailed processing style for the brand information, identifying salient and nonsalient cues relative to the advertisement’s main point. In the case of the Nike shoe advertisement, a consumer may integrate verbal, audible, and imagery elements of the stimulus and relate them to the specific Beatles’ song “Revolution.” From the practitioners’ perspective, this results in a message-based inference to shape consumers’ brand attitude following the information integration process. At this stage, consumers are more likely to process and synthesize stimulus information to shape brand attitude.

Finally, in a high stage for antecedents, attention, and capacity, consumers adopt role-taking as the representative operation for processing, resulting in empathy-based persuasion (MacInnis & Jaworski, 1989). At this stage, consumers relate stimulus information to the self by categorizing

portrayed stimulus, assessing its credibility, and transcending the information to vicariously assume some role. To continue with the Nike shoe advertisement, the consumer may envision playing basketball and achieving better performance by wearing the shoe. As a result, not only are consumers more likely to form a positive brand attitude, but their behavior intentions are more likely to be influenced by their attitude. While other factors unique to the stimulus may influence outcome, the basic premise of the model is that information processing influences brand attitude (MacInnis & Jaworski, 1989), and subsequently, brand attitude influences behavior intention (Fishbein & Ajzen, 1975).

To apply the brand processing model (MacInnis & Jaworski, 1989) in a CRM context, consumers might be exposed to a stimulus on social media seeking support for a cause that features a sport brand or athlete and a charity. In a moderate stage for antecedents, attention, and capacity, consumers might adopt an information integration (Anderson, 1981) processing operation by synthesizing meanings within the stimulus. At this point, brand traits and meanings might be integrated and associated in the mind of the consumer (Simonin & Ruth, 1998), resulting in brand image transfer (BIT) where brand characteristics are transferred to one another to shape perception (Gwinner & Eaton, 1999; Till & Nowak, 2000). Consistent with previous research, the brands featured in the stimulus could have a spillover effect with one another and, subsequently, influence consumer brand attitudes and behaviors (Aaker et al., 2010; Gwinner & Eaton, 1999; Nichols et al., 2016). Put simply, at moderate attention levels a consumer's brand attitude will be shaped through information integration of stimulus elements. This results in message-based persuasion, and elicits an emotional response to stimulus cues. At this point, the consumer may act on the message, or in the case of the CRM initiative, be more likely to support the cause. With increased attention to the high stage, a consumer may adopt a role-taking processing operation, leading to empathy-based persuasion where the

consumer identifies with the message and envisions playing some role (i.e., making an impact by supporting the cause).

Linking the MacInnis and Jaworski (1989) model with tenets from the Keller (1993) and Aaker (1996) models of brand equity, moderate stage consumers with information integration processing style might also rely on brand associations held in memory, as well as stimulus cues, to process information and form attitudes toward brands. In the context of CRM, the author proposed a processing model that also incorporates brand associations (i.e., successful) and brand traits (i.e., warmth, competence), resulting in a more pronounced emotion-based response, and potentially, a more favorable brand attitude. A conceptual model is provided (Figure 2) that focuses more on processing and consequences with the inclusion of brand associations and brand traits. To understand the role of brand associations and brand attitude in CRM perception, the next section discusses the Consumer-Based Brand Equity Model (Keller, 1993).

Consumer-Based Brand Equity

As noted earlier, research on brands has been fundamental to marketing literature for many years, and a brand serves as the core of the customer relationship (Aaker, 2014). Defined as the name, logo, and symbol associated with an organization (Aaker, 1991), a brand is a promise to a customer to deliver functional, emotional, self-expressive, and social benefits (Aaker, 2014). For example, IBM delivers functional benefits that transform computer applications into solution-oriented strategies to grow business, while Harley Davidson delivers emotional, self-expressive, and social benefits that transform transportation into lifestyle. Brands are a starting point in the brand management process, designed to trigger feelings and attitudes toward the organizations they represent (Mullin, Hardy, & Sutton, 2014).

A fundamental element of the brand management process involves managing brand equity. Aaker (1991) defined brand equity as a set of assets and liabilities linked to a brand that add or subtract from the consumer perception of value provided by its products and services. Positive emotional connections to a brand are one example of assets (Mullin et al., 2014). In the sport context, the New York Yankees' World Series championship tradition has created positive emotional connections to their brand. Conversely, liabilities are instances when negative associations are linked with brands. For example, the Indiana Pacers were one of the best teams in the NBA in 2004, but when two of their players went into the crowd to fight Detroit Pistons fans, it created a negative perception of the Pacers brand (Mullin et al., 2014). Having a wealth of assets linked with a brand creates high brand equity, and primary assets include strong brand associations, brand awareness, brand loyalty, and perceived quality (Aaker, 1991). High brand equity results in favorable consumer behaviors, and distinct advantages can be measured most notably by consumer preference and purchase intention (Chang & Liu, 2009; Cobb-Walgren, Ruble, & Donthu, 1995), as well as the willingness to pay premium prices (Aaker, 1991; Mullin et al., 2014).

Several studies have noted the link between strong brand equity, consumer attitude, and consumer behavior outcomes. Cobb-Walgren, Ruble, and Donthu (1995) measured consumer response to both high-risk (hotel) and low-risk (cleanser) product categories, and noted that high brand equity positively influenced consumer preference and purchase intention. Chang and Liu (2009) examined service categories (cellular phone, bank credit card) and confirmed that brand attitude (vs. brand image) had the bigger effect on brand equity, and the relationships between brand equity, consumer preference and purchase intention were verified. In the sport context, Bauer, Sauer, and Schmitt (2005) calculated brand equity for 18 professional German soccer teams through causal modeling, and determined that brand equity has a positive effect on purchase intention and price premiums.

Regarding higher price premiums in other product categories, Sethuraman and Cole (1999) found that across 20 grocery product categories, national brands achieved a price premium of 35% compared to smaller private labels. In luxury apparel, brands associated with 'better goods' achieved price premiums ranging from 20% to 200% over brands associated with 'average goods' (Coyler, 2005). In the sport context, Mullin et al. (2014) noted that the NFL's New York Jets (\$120.85) achieved higher average ticket prices in 2011 than the New York Giants (\$111.69) despite the fact that the Giants had more recent on-field success. The Jets last played in a Super Bowl in 1969, while the Giants won the Super Bowl in 2008. Mullin et al. (2014) attributed the ticket price disparity to higher brand equity for the Jets. Overall, nearly 80% of the premium that consumers would pay for established national brands (vs. store brands) can be linked to brand equity (Sethuraman, 2003). Collectively, previous findings have verified the role of brand attitude as an antecedent to brand equity, and consumer outcomes purchase intention and willingness to pay premium prices as consequences of brand equity.

While scholars have examined brand equity from the financial perspective (Ailawahdi, Lehmann, & Neslin, 2003; Simon & Sullivan, 1993), a consumer perspective (Aaker, 1991; Keller, 1993), or a blend of these two perspectives (Shocker, Srivastava, & Ruekert, 1994), the author will focus on the consumer-based models. The consumer-based brand equity model is beneficial because it provides value to customers by enhancing their interpretation and information processing, as well as confidence in purchasing decisions (Aaker, 1991). A consumer-based brand equity model also provides value to organizations in the form of improving marketing communication effectiveness, and enhancing consumers' responsiveness to brands and brand extensions (Keller, 1993).

Aaker's (1991) brand equity model (Figure 3) consists of four core dimensions that relate to consumers: (1) brand awareness; (2) perceived quality; (3) brand associations; (4) brand loyalty; and a

fifth component pertaining to other propriety brand assets. The first dimension involves consumers' ability to recognize or recall a brand as a member of a certain product category, and relates to the strength of the brand's presence in the mind of the consumers. Perceived quality relates to the consumers' evaluation of the overall quality or superiority of the brand's products relative to alternatives. Brand associations relate to anything linked to the memory of a brand in the mind of the consumer, and these associations can be derived from a wide range of sources which will be discussed in more detail in the following section. The fourth dimension of brand loyalty involves consumer attachment to a brand and is typically conceptualized from the consumer behavior perspective, such as purchasing behavior, or from the consumer attitude perspective, such as commitment to some values associated with the brand. Finally, the Aaker (1991) model includes a dimension relating to other propriety assets such as patents, trademarks, and channel relationships. However, scholars have suggested that the first four dimensions are most relevant to consumers, and have thus focused research on those dimensions (Yoo & Donthu, 2001).

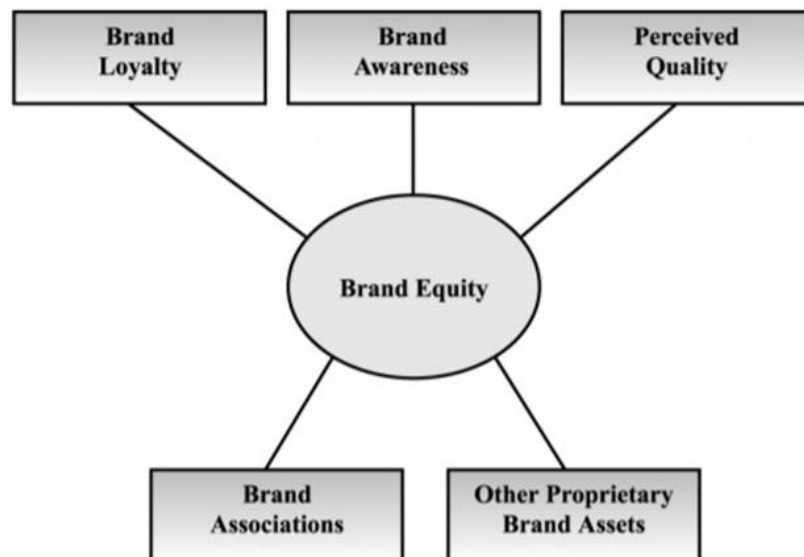


Figure 3. Conceptual framework for brand equity. Adopted from “*Managing Brand Equity*,” by Aaker, D.A., 1991, p.9.

Keller's (1993) brand equity model is defined as "the differential effect of brand knowledge on consumer response to the marketing of the brand," (p.8). In this model, a brand is perceived as having positive customer-based brand equity if consumers react more favorably to marketing activities for the brand as opposed to the same marketing activities for a fictitious or unnamed brand. In Keller's (1993) model (Figure 4), brand knowledge is comprised of two dimensions: (1) brand awareness; and (2) brand image.

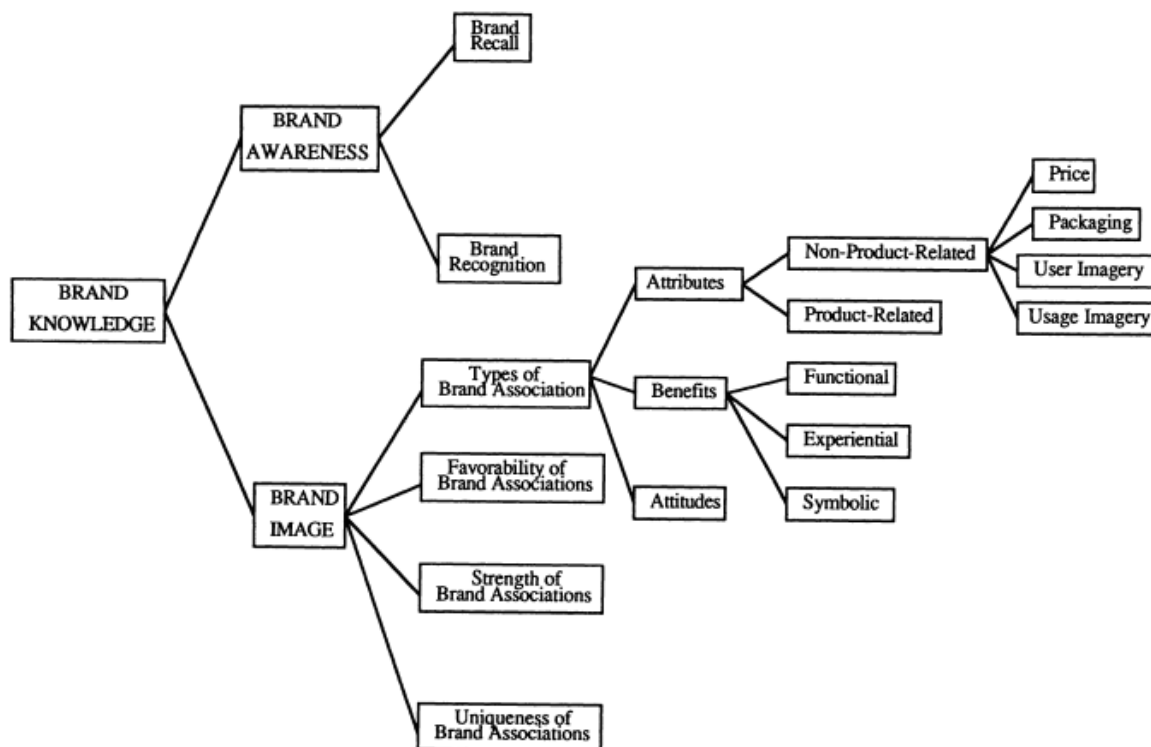


Figure 4. Consumer-Based Brand Equity Model. Adopted from "Conceptualizing, measuring, and managing customer-based brand equity," by Keller, K.,L., 1993, *Journal of Marketing*, 57, p.7.

The brand awareness dimension involves the ability of consumers to recall or recognize a brand, and the ease with which they are able to do so. Brand image involves consumer "perceptions about a brand as reflected by the brand associations held in consumer memory," (Keller, 1993, p.3). Associative model formulation (Anderson, 1983) helps explain how consumers process information

relative to brand associations. The associative network memory model views memory or knowledge as consisting of nodes and links that vary in strength (Anderson, 1983). Nodes can become activated when external cues or information, such as a marketing related stimuli, are encoded, or when information is retrieved from memory (Keller, 1993). For example, when considering a soft drink purchase, a consumer may think of Pepsi due to strong brand associations. The activation of the network memory model can be prompted by an external cue or information, such as an advertisement, as well as memory based associations. The network memory model relates to information integration theory, which involves how consumer interpret stimuli to shape beliefs or attitudes (Anderson, 1981).

As noted in Figure 4, attitude is a type of brand association along with benefits and attributes (Keller, 1993). This study focuses on the formation of brand attitudes, drawing from the brand processing model proposed by MacInnis and Jaworski (1989), and CRM is examined as a primary mechanism to positively impact brand attitude. Subsequently, this mechanism for shaping brand attitude will influence brand equity, as noted in the Keller (1993) model. The proposed model by the author integrates brand associations and brand traits into a brand processing model to impact formation of brand attitude. Combined, the theoretical base, brand equity literature, and proposed model provide insight on consumer information processing relative to brand associations, brand evaluations, and brand attitude formation.

Brand Associations and Brand Attitude

Attitudes are an extension of brand associations in the Keller (1993) model. According to Chen (2001), associations come in various forms and may or may not reflect characteristics of a specific product. The associations create value for both customers and the firm through assisting with processing and retrieval of information, differentiating the brand, influencing purchasing behavior, and creating positive attitudes or feelings toward the brand (Chen, 2001). Keller (1993) posited that the

strength and favorability of brand associations play a key role in brand knowledge, which in turn, has a positive impact on brand equity.

Keller (1993) further noted that brand associations are classified into three broad categories: attributes, benefits, and attitudes. Attributes can be perceived in a product-related sense, or non-product-related sense, as in the case of imagery or brand personality. Benefits involve consumer value attached to a brand's product or service, and are further divided into three categories: functional, experiential, and symbolic. Brand attitudes are a consumer's overall evaluation of the brand, and are the primary focus of this dissertation.

Attitude can be defined as a psychological tendency to evaluate an entity with favor or disfavor (Eagly & Chaiken, 1993). Scholars have posited that attitude toward an object determines behavior intention, and thus, is a critical component of marketplace behaviors (Fishbein & Ajzen, 1975). According to Park, MacInnes, Priester, Eisingerich, and Iacobucci (2010), brand attitude relates to a person's judgment of the goodness or badness of the brand, ranging from positive to negative on a bipolar valence dimension. These perceptions are frequently formed quickly, oftentimes based on very little information, and need not be time dependent (Park et al., 2010). Brand attitudes are based on information processing, can be formed in a limited time, including first exposure, and have predictive power for consumer behavior. Specifically, brand attitude is a fundamental dimension of brand associations (Keller, 1993), and it has been shown to predict purchase intention and product choice (Fazio, Powell, & Williams, 1989).

While Keller (1993) proposed that brand associations involve product and non-product dimensions, brand benefits and brand attitude, Aaker (1991) proposed brand associations to also include brand as organization and brand as person (Figure 5).

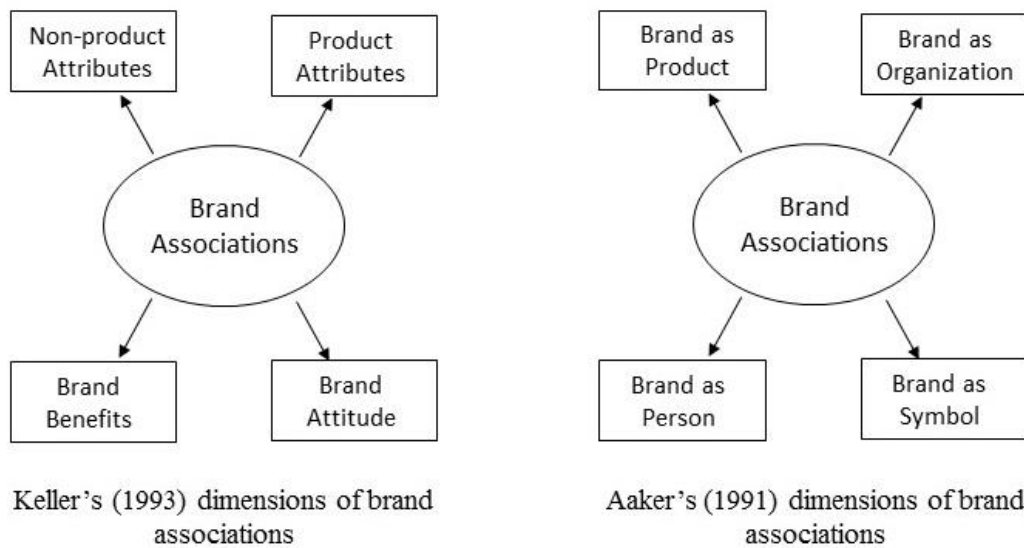


Figure 5. Dimensions of Brand Associations. Adopted from (1) Consumer-Based Brand Equity Model. Adopted from “Conceptualizing, measuring, and managing customer-based brand equity,” by Keller, K.,L., 1993, *Journal of Marketing*, 57, p.7; and (2) Conceptual framework for brand equity. Adopted from “*Managing Brand Equity*,” by Aaker, D.A., 1991, p.9.

Organization associations offered by Aaker (1991) include society and community orientation, concern for customers, and local vs. global focus, while brand as person associations involve human characteristics such as trustworthiness, warmth, and intelligence. Organization associations can be viewed as two types: company capability and social responsibility (Brown & Dacin, 1997). The first type, company capability, focuses on a brand’s expertise, superiority of research and development, innovation, customer orientation, and industry leadership (Chen, 2001). The second type, corporate social responsibility, reflects the organization’s activities relative to societal obligations such as environmental friendliness, community involvement, and cause-related marketing (Chen, 2001). Regarding brand as person, Aaker (1997) developed a brand personality scale to measure consumer perception of humanlike traits commonly associated with brands. Additional studies have suggested that consumers’ relationships with brands resemble consumers’ social relationships (Aaker, Fournier, & Brasel, 2004; Fournier, 1998), and that consumer perception of humanlike traits, such as warmth

and competence, not only are associated with organizations and brands, but that these associations also significantly impact attitudes and marketplace behaviors (Aaker et al., 2010). In this context, company capability might be associated with consumer perception of the brand as competent, while social responsibility might be associated with consumer perception of the brand as warm.

As discussed in the literature, gauging consumer perception of brands is closely related to understanding associations and attitudes. The next section of this review will outline consumer associations and judgments that frequently shape attitudes towards brands, and further serve to shape brand attitudes. Scholars have established that the two fundamental dimensions of social perception, warmth and competence, are used to judge people (Fiske et al., 2007), as well as organizations (Aaker et al., 2010). Kervyn, Fiske, and Malone (2012) examined a well-established social perception model, known as the Stereotype Content Model (SCM), to explore how consumers “perceive, feel, and behave toward a brand,” (p.166). The foundation for the SCM involves how consumers’ shape brand attitudes based on perceived traits such as warmth and competence.

Brand Processing Elements: Warmth, Competence

Warmth and competence are two fundamental dimensions of social perception (Fiske, Cuddy, & Glick, 2007). These dimensions originate from the Stereotype Content Model (SCM) developed by Fiske, Cuddy, Glick, and Xu (2002), and inform what can be described as one’s “automatic” evaluation of others – an evaluation that takes place in a “split-second” (Cuddy, Fiske, & Glick, 2008) and accounts “almost entirely for how people characterize others,” (Fiske et al., 2007, p.77). In fact, one study suggested the warmth and competence dimensions accounted for 82% of the variance in perception of everyday social behaviors, meaning these evaluative judgments of others might be interpreted to be frequent and far-reaching (Fiske et al., 2007). Warmth judgments relate to perceived intentions and include evaluations of traits such as warm, generous, kind, sincere, and friendly,

whereas competence judgments reflect perceived ability and include traits such as efficient, effective, competent, intelligent, and skill (Aaker, et al., 2010; Wang et al., 2016). These dimensions of social perception are rooted in concerns involving competition and status, as well as reproduction and survival (Aaker, et al., 2010). Fiske and colleagues (2007) proposed that it is imperative to discern whether others are friend or foe, intending good or ill (i.e., warm), and whether others have the ability to enact those intentions (i.e., competence). Therefore, the ability to perceive warmth and competence has great benefit.

Although judgments of warmth and competence emerge consistently when making evaluative inferences of others, evidence suggests that warmth is judged before competence and carries more weight in affective and behavioral intentions (Fiske, et al., 2007). Warmth is inferred from perceived motive and the valence of the judgment (i.e., positive or negative), while competence predicts the extremity of the impression (i.e., how positive or how negative) and whether the agent has the ability to enact intentions (Fiske et al., 2007). Given the weight attached to warmth judgments, it is expected that this trait will be more rapid and more influential in consumer evaluations.

The SCM is based on the notion that warmth and competence provide a way for people to organize the way they perceive the world around them (Kervyn et al., 2012). A reliance on warmth and competence stereotypes doesn't necessarily mean people are making discriminatory or bigoted judgments of others, but rather, that they are simply using these dimensions to guide interactions with other people and social groups. Similarly, researchers have examined consumer judgment of brands along the same warmth and competence dimensions (Kervyn et al., 2012).

Marketers and researchers have provided evidence that consumers project personified characteristics and traits onto products (Aaker, 1997; Fournier, 1998), paving the way for this line of SCM research involving warmth and competence into perceptions of organizations (Aaker et al., 2010)

and brands (Kervyn et al., 2012) as well. Taken together, it is well established in the psychological and marketing literature that warmth and competence are highly informative in how people judge other people, organizations, and brands. Warmth and competence for a brand has been found to influence consumer behavior (Aaker et al., 2010; Kervyn et al., 2012). Specifically, warmth and competence perceptions can increase likelihood to purchase and brand loyalty (Kervyn, et al., 2012), and when a brand is rated high in both dimensions, consumers are more likely to buy its products (Aaker et al., 2010). Aaker and colleagues (2010) also established that for-profit organizations are perceived to be more competent relative to non-profit organizations, and conversely, non-profits are perceived as more warm than for-profits. More importantly, these stereotypes influence marketplace behavior.

While much is known about how warmth and competence dimensions inform judgments of people, organizations, and brands, relatively little is known about how these judgments operate in CRM initiatives involving sport brands. Specifically, the current research aimed to examine the impact of warmth and competence judgments on brand attitude for CRM alliances involving sport brands and charity (i.e., non-profit) brands.

Fournier (1998) was the first to propose that people relate to brands in similar fashion to how they relate to people. Using a qualitative approach, Fournier (1998) reported both negative and positive affect towards brands that were rooted in social perceptions. This in turn led Kervyn et al. (2012) to utilize the Stereotype Content Model (SCM) in the development of the Brands as Intentional Agents Framework (BIAF) model to fit brand perception. Kervyn et al. (2012) adapted “warmth” to a measure of “intentions” and “competence” to a measure of “ability” on the BIAF, consistent with the way Fiske et al. (2002) theorized that warmth informs perceived intentions and competence informs the ability to carry out those intentions. Using the BIAF, consumers perceive brands as fitting one of four categories (Figure 6): (1) able/well-intentioned (high competence/high warmth), such as Coca-Cola and Johnson

& Johnson; (2) unable/ill-intentioned (low competence/low warmth), such as British Petroleum and Marlboro; (3) able/ill-intentioned (high competence/low warmth), such as Mercedes and Rolex; and (4) unable/well-intentioned (low competence/high warmth), such as Amtrak and United States Postal Service. Based on survey and experimental data, researchers (Cuddy et al., 2007; Fiske et al., 2002) identified emotions that aligned with each quadrant of the SCM as well, with (1) admiration representing the “golden quadrant” of high warmth/high competence; (2) contempt embodying the low warmth/low competence cell; (3) envy denoting the high competence/low warmth cell; and finally (4) pity representing the high warmth/low competence cell. While Kervyn et al. (2012) examined a variety of government, non-profit and for-profit brands, it remains unclear how sport brands might map on the BIAF. It also remains unclear as to how warmth and competence of each respective brand in the CRM will influence perceptions of brand attitude and impact behavior intentions.

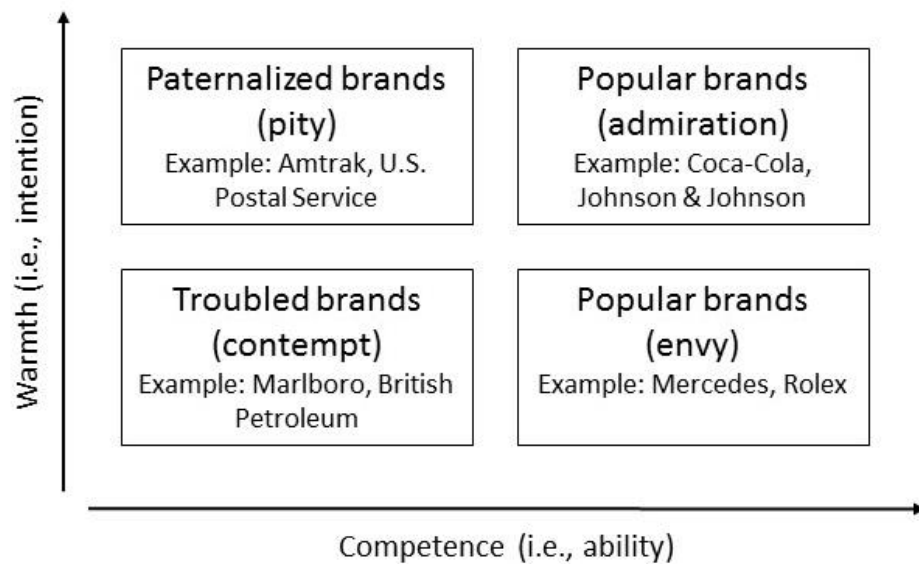


Figure 6. Brands as Intentional Agents Framework. Adopted from “Brands as intentional agents framework: How perceived intentions and ability can map brand perception,” by Kervyn, N., Fiske, S.T., & Malone, C., 2012, *Journal of Consumer Psychology*, 22, p.171.

Cause-Related Marketing (CRM) and Brand Equity

As noted earlier, Aaker (1991) and Keller (1993) posited that nearly every marketing activity is designed to manage and develop brand equity. Scholars have purported that brand attitude is an antecedent for brand equity, while purchase intention is a consequence of brand equity (Chang & Liu, 2009). To that end, scholars have examined various strategies to enhance brand equity. Specifically, researchers have noted that investment in corporate social responsibility (CSR) activities contributes to higher brand equity (Melo & Ignacio, 2011). CSR consists of business activities that involve financial and social objectives, and one such element of CSR is cause-related marketing (CRM) (Westberg & Pope, 2014). Varadarajan and Menon (1988) defined CRM as a form of corporate philanthropy involving the implementation of marketing activities characterized by the firm's involvement with a specific cause that is linked with consumer engagement to achieve organizational and individual objectives. CRM programs raise both awareness and donations for a cause (Carringer, 1994), and can also be linked with corporate sales efforts (Varadarajan & Menon, 1988).

A key distinction between CRM and other marketing mix initiatives is that the cause, the firm supporting the cause, and consumers benefit from CRM (Bhattacharya & Sen, 2004). Varadarajan and Menon (1988) further distinguished CRM strategy from activities such as corporate philanthropy, corporate sponsorship, public relations, and sales promotion, although this element frequently accompanies CRM. For example, a corporate initiative may include both CRM and sales promotion, as was the case with Coca-Cola Company's "Helping Beautify Texas" program (Varadarajan & Menon, 1988). Consumers received two 50-cents off coupons for Maryland Club brand coffee, and with every proof of purchase mailed in by consumers, Coca-Cola donated 10 cents to the Texas Department of Highways and Public Transportation to help clean up roadways and plant wildflowers throughout the state. In similar fashion as noted in the introduction, the Cleveland Browns integrated CRM with a

sales promotion by offering a 25% discount to consumers for purchasing team merchandise, and 100% of the proceeds were donated to local community education initiatives and recreation field projects (Kleps, 2017). Both the Coca-Cola and Cleveland Browns CRM initiatives offered purchase incentives to consumers and identified charitable causes as donation recipients, which meet specific CRM criteria outlined by Varadarajan and Menon (1988). Initiatives that do not include both a purchase incentive and donation to a charitable cause would not meet standards for CRM, and therefore, would not meet the fundamental CRM objective of increasing sales.

While many corporate philanthropic and sponsorship initiatives may meet objectives of enhancing corporate image, gaining national visibility, increasing brand awareness, and enhancing brand image, without a clear purchase incentive this would not be considered CRM (Varadarajan & Menon, 1988). The distinctive feature of CRM is the firm's contribution to a designated charitable cause being linked to consumer purchases. Subsequently, firm-related objectives include enhanced corporate and/or brand image, and increased sales and/or profit. Cause-related objectives include generating funds for the cause through revenue-producing exchange transactions between the firm and its customers, and potentially promoting direct contributions by the public to the cause (Varadarajan & Menon, 1988). The primary focus of this dissertation is to examine the dynamics of CRM in a sport context, specifically analyzing brand attitude formation, and subsequently, consumer purchase intention. Drawing on previous research, the author aimed to outline benefits and outcomes derived from CRM initiatives, and examine brand processing elements that may contribute to these benefits and outcomes.

Distinct benefits for brand equity as a result of CRM include more favorable consumer attitudes and behaviors toward the supporting brand. Maignan and Ferrell (2001) found that consumers prefer socially responsible companies, and Smith (2012) noted that consumer willingness to recommend a

product is driven 60% by their perceptions of the company, and only 40% by their product perception. Field research has revealed a number of significant findings about consumer attitudes toward brands that engage in CRM. For example, 64% of consumers believe firms should be regularly involved with CRM, and when faced with a choice between two products of equal price and quality, 78% of consumers indicated they would be more likely to buy the brand associated with a cause they care about (Carringer, 1994). The same data also showed that 66% of consumers would switch brands to support a cause, and 84% of consumers believed CRM created a positive image for the company. Several scholarly works have identified a direct positive relationship between CRM and brand equity (Hsu, 2012; Lai, Chiu, Yang, & Pai, 2010) by noting more favorable consumer outcomes for brand awareness, brand associations, brand loyalty, and perceived quality. Hsu (2012) also found that customer satisfaction mediated the effect of CRM on brand equity. Taken together, the research indicates CRM has a positive impact on brand equity.

As noted earlier, corporate social responsibility (CSR) has a positive impact on brand equity, and a particular strategy for CSR is cause-related marketing (CRM). Varadarajan and Menon (1988) first identified this phenomenon and defined CRM as a form of corporate philanthropy involving the process of implementing marketing activities characterized by a firm's involvement with or contribution to a specific cause that is linked with consumer engagement for organizational objectives. Partnering charitable causes with brands has become common practice, and research has shown that people think more positively about an organization if it is perceived to be socially responsible (Lafferty & Goldsmith, 2005), and display more favorable marketplace behaviors toward brands that support a cause (Carringer, 1994). Conversely, these scholars also noted that charity brands gain benefits in the form of increased exposure and revenue. While scholars have labeled the nature of cooperative brand partnerships various ways, the current research adopted *alliance* terminology used by Rao and Ruckert

(1994), which is defined as a short- or long-term association of two or more individual brands in a marketing activity. The purpose of a CRM alliance, or cause-brand alliance (CBA), is to not only increase the awareness of a social cause, but also to increase consumer purchasing behavior and to entice monetary donations (Pharr & Lough, 2012). These partnerships between non-profit charitable organizations and businesses are becoming more strategic in nature with clear benefits to both entities, as opposed to the traditional donor-recipient relationship (IEG, 2014). To that end, CRM becomes an integral part of the organization's strategic marketing efforts, and ultimately, impacts brand equity.

Cause-related marketing is an overall market positioning focused on forming a deeper bond with consumers (Lafferty et al., 2004), and it is used to discover how marketing strategy changes consumer perceptions of the organization (Bloom, Hoeffler, Keller, & Meza, 2006). CRM activity can either be positioned as strategic or tactical (Till & Nowak, 2000). The strategic perspective views CRM as an essential component of an organization's brand, tying in a charitable initiative as part of the essence or personality of the organization's brand. For example, Boys and Girls Clubs of America (BGCA) has been the official charity of Major League Baseball (MLB) for more than 20 years, with MLB implementing programs to enhance opportunities for youth through recreational and fitness activities, as well as providing vital funding to renovate BGCA facilities with fields, technology, and teen centers (BGCA, 2018). In a tactical CRM activity, a brand may align with a charitable cause for a limited time or for a narrow purpose. For example, several organizations form short-term CRM initiatives involving food drives, blood drives, or toy drives.

Scholars have taken various approaches to examining CRM. For example, Grau and Folse (2007) examined CRM from the message framing perspective, while Ellen, Mohr, and Webb (2000) analyzed CRM by type of cause (i.e., thematic or ongoing vs. episodic or disaster). Further research focused on perceived compatibility or fit between the brand and the cause (Gupta & Pirsch, 2006),

perceived firm motivation for the CRM initiative (Barone, Norman, & Miyazaki, 2007), and brand involvement (Chowdhury & Khare, 2011). Westberg and Pope (2014) specifically noted that CRM can effect a greater positive change in brand attitude than other marketing initiatives.

Other scholars have investigated CRM initiatives in the specific context of sport. Irwin and colleagues (2003) focused on how CRM of a sporting event impacted the attitudes and beliefs of the fans attending that event. Ultimately, their findings suggested that consumers believe CRM initiatives are important and have value, leading researchers to conclude that CRM influences behavior intentions. Kim et al. (2010) explored CRM and found that these initiatives positively impact attitude toward the team and re-attendance intention. Pharr and Lough (2012) further clarified that the outcomes sought from CRM partnerships differ from social marketing, with the former including increased donations or support for the cause and improved brand attitude as objectives. Nichols, et al. (2016) examined sport-specific CRM in the context of the NFL and found that perceived fit and sincerity influenced better consumer response to the initiatives. Essentially, league-wide CRM was better received by consumers, as opposed to “hometown” themed initiatives, and sincerity mediated these effects.

Since the advent of CRM in the 1980s, this platform has become adopted more broadly due to increased value consumers place on corporate support of causes (Cone, Feldman, & DaSilva, 2003), and because it has become an effective way for firms to promote their brands in combination with good citizenship (Pharr & Lough, 2012; Nichols et al., 2016). This study examined CRM from the consumer perspective in the framework of the brand information processing model (MacInnis & Jaworski, 1989). Specifically, the author analyzed the impact of brand traits on brand attitude, and the consequence of likelihood to support the cause by purchasing team apparel within the MacInnis and Jaworski (1989) framework, while also controlling for team identification and perceived value.

Consumer Perceptions of CRM

Sport organizations and corporations alike seek out partnerships with non-profit charities for a number of objectives, including community outreach and goodwill, more favorable brand perceptions, strengthened loyalty among consumers, and increased purchase intention (Kim et al., 2010). However, these CRM initiatives are often subject to skepticism and scrutiny. Weiner (1986) noted that individuals tend to seek a reason why a brand associates itself with a cause. When consumers perceive that external incentives (i.e., money, image, obligation, or public relations motives) are the motive for the endorser, the intrinsic motives (i.e., altruism, belief in the cause) are minimized or discounted (Sparkman, 1982). Altruism can be defined as a motive that is genuine and supportive, not profit-seeking or self-serving (Joo, Joo, & Fink, 2016). According to Heider (1953), individuals may attribute others' altruistic behavior to internal reasons (i.e., being willing to help others) or external reasons (i.e., being obligated to help others), and Sparkman (1982) added that there are two plausible explanations for a team or athlete to sponsor something: (1) a belief in the product, event, cause; or (2) financial compensation. In the specific context of athletes associating with causes, researchers have noted that athletes can be perceived negatively (Giannoulakis & Drayer, 2009), and that this can have a spillover effect into perceptions of all athletes (Babiak, Mills, Tainsky, & Juravich, 2012). As a result, consumers might perceive CRM negatively, depending on which brand(s) are aligned with the charity (i.e., team vs. athlete). Based on these findings, the author focused on a team brand (as opposed to an athlete) joining a charity brand in a CRM initiative.

While perceived motive for a brand's involvement in CRM is important to consumers, Grau and Folse (2007) found that perceived local benefit also influences consumer attitude and behavior intention toward the cause. Researchers have consistently discovered that consumers think local causes are more important than national or global causes (Cone Roper, 2000; Smith & Alcorn, 1991). To that

end, the author ensured that the team and charity used in this research had relevance on a local level in the communities where the teams reside.

Given the broad range of interpretation by consumers for CRM motives and intentions, it is imperative for companies, sport organizations, and athletes to position strategic initiatives positively and sincerely, while avoiding “over promotion” or the appearance of over-commercialization. But there is a fine line to promotion strategy for cause initiatives. While some scholars emphasize minimal publicity of cause-related and social responsibility initiatives, (Morsing & Schultz, 2006), others (Walker, Kent, & Vincent, 2010) recommend a greater degree of communication about these strategies to the point of engaging social media. By investigating CRM from the consumer perspective within the framework of the brand information processing model (MacInnis & Jaworski, 1989), this study aimed to expand previous CRM research.

Team identification and Perceived Value as Covariates

Scholars have suggested that team identification can influence consumer purchasing decisions in a CRM context (Lee & Ferreira, 2011). Researchers have proposed that individuals develop team identification because the team signifies an extension of one’s sense of self (Schafer, 1969), and that this self-concept is based on the value and emotional significance attached to that group membership (Tajfel, 1981). Wann and Branscombe (1993) further suggested that one’s level of emotional attachment to a team (i.e., identification) influences attitudes and behaviors. Identification has its foundation in social identity theory, which posits that individuals make sense of the world by categorizing themselves and others into groups, and these groups in turn serve a “self-definitional” role (Hogg, Terry, & White, 1995). The theory of social identification examines how individuals relate to others within a social group (Tajfel, 1978), and these categories contribute to one’s social identity.

According to Carlson and Donovan (2013), social identity theory is a framework for predicting consumer connections with athletes and teams.

Team identification is a sport specific form of social identification (Wann & Branscombe, 1991) and refers to one's level of attachment to or concern about a particular sports team (Wann & Branscombe, 1993). Social identity has been defined as relating to an individual's self-concept derived from perceived membership of a group (Hogg & Vaughan, 2002). The concept has been simply stated as an individual's "psychological alignment with a team" (Madriral & Chen, 2008, p. 718). In sport, it is possible for highly identified individuals, with no actual direct connection to a team to actually view themselves as a part of the organization (Heere & James, 2007). Team identification is the social identity that a group of people may have in common relative to their favorite team (Kwon et al., 2007).

Ashforth and Mael (1989) further noted that identified individuals become emotionally involved in successes and failures of the object of identification. Cialdini and colleagues (1976) categorized identified fan behavior utilizing the key concepts of "basking in reflected glory" (BIRGing) and "cutting off reflected failure" (CORFing). BIRGing represents a positive fan experience. Essentially the identified fan feels positively psychologically impacted by their favorite team's performance (Wann, Hamlet, Wilson, & Hodges, 1995). Unlike BIRGing, CORFing is negative in nature (Snyder, Lassegard, & Ford, 1986). In this case, the identified fans attempt to distance themselves from the failures of a team. A fan experiencing CORFing tries to limit the negative psychological impact of a team loss by leaving the stadium or arena early or turning off the television before the game is over.

Wann and Branscombe (1990) found that fans' level of team identification moderated tendencies to BIRG and CORF as reaction to wins and losses. Further, strongly identified fans displayed strong BIRG tendencies in victory, but tended to CORF less than low identified fans after

losses. When considering a purchase via CRM initiative, consumers that are highly identified with a particular team may be driven to purchase a particular team-branded item as a way to demonstrate their affiliation, rather than to support the cause (Lee & Ferreira, 2011). Conversely, the cause yielded a stronger influence on the purchasing decision for a team-branded item among consumers that had low levels of identification with a particular team. Based on this dynamic, the current research aimed to control for team identification in order to better analyze the role of brand traits, brand attitude, and purchase intention in a CRM initiative.

Yet another potential covariate for consumer purchasing decisions in a CRM context is the perceived value of the item. According to Zeithaml (1988), perceived value can be defined as the “consumer’s overall assessment of the utility of a product based on what is received and what is given,” (p.14). Typically, consumers determine value by functional aspects of a product (Kwon et al., 2007), but social or emotional attributes may also influence consumers’ perceived value (Sheth, Newman, & Gross, 1991). Sheth and colleagues (1991) further categorized perceived value through a set of five constructs: (1) functional (i.e., utility, performance); (2) social (i.e., association with social groups); (3) emotional (i.e., arousing feelings or affective states); (4) epistemic (i.e., arousing curiosity, providing novelty; satisfying knowledge); and (5) conditional (i.e., resulting from specific circumstances). Kunkel, Doyle, and Berlin (2017) found four of the Sheth et al. (1991) dimensions apply directly to consumers’ perceived value of sport events, while also revealing a fifth specific dimension, economic value, as instrumental in consumer assessment of value. In the context of sport, economic value relates to the utility derived due to the reduction of perceived costs (Kunkel et al., 2017), and has been found to positively influence sport consumer decision-making (Wakefield, 1995) and game attendance (Hightower, Brady, & Baker, 2002).

The robust literature on perceived value also noted that consumers may assess this construct based on information such as intrinsic and extrinsic attributes, objective price, and emotions toward the brand (Drayer, Shapiro, & Dwyer, 2018). The various constructs suggest that value can be perceived well beyond utility, price, or even quality. Kwon and colleagues (2007) proposed that team apparel, for example, might indeed have functional value (i.e., a warm sweatshirt), but it is highly likely that some level of symbolic value may be driving the purchase decision, especially for sport consumers (Kwon & Armstrong, 2006; Sheth et al., 1991). Based on this assertion, perceived value has been tested as a mediator in various contexts, and was specifically found to mediate the relationship between team identification and purchase intention for team apparel (Kwon et al., 2007) as well as team identification and purchase intention for sport event tickets (Drayer et al., 2018). This is significant because it suggests that consumers at various levels of attachment, even highly identified sport fans, may indeed calculate a cost:benefit ratio of value prior to making a purchasing decision (Kwon et al., 2007). As a result, perceived value is suggested to be highly influential in shaping consumers' purchase intentions.

While scholars have investigated perceived value relative to sport event tickets (Drayer et al., 2018), licensed team apparel (Kwon et al., 2007), and sport events (Kunkel et al., 2017), the author aimed to extend this research into the CRM context. Scholars have examined perceived value as an antecedent for purchase intention (Al-Sabbahy, Ekinci, & Riley, 2004) and team identification (Drayer et al., 2018), and Kwon and colleagues (2007) suggested that “the symbolic nature of sports team apparel can influence a consumer to attribute greater value to a team-related product than a similar product that had no symbolic value,” (p.542). Overall, perceived value is multi-faceted, and the author aimed to control for perceived value when measuring purchase intention in order to reduce probability of error, enhance power, and have better control in the study (Huck, 2008).

Concluding Remarks

This literature review outlined theoretical foundations and previous research that shape the formation of brand attitude, a fundamental brand association and antecedent to brand equity. This foundation informed a proposed model by which consumers engage in brand information processing to form brand attitude, and ultimately leads to the purchase intention outcome. The proposed model, in turn, focuses on a particular application of the model in the context of CRM initiatives as a fundamental platform for positively impacting brand equity. Specifically, this study will examine consumer response to CRM initiatives through an expanded brand information processing model that includes brand traits (i.e., warmth, competence) as part of a broader brand associations network that shapes the brand equity antecedent of brand attitude. The brand traits, specifically, warmth and competence, will significantly impact consumer evaluations of the brands in the CRM initiative, and impact consumer brand attitude ratings.

Ultimately, the favorable (unfavorable) brand attitude will positively (negatively) impact the outcome or consequence of consumers' likelihood to support the cause by purchasing team apparel. While the author acknowledges that additional variables may impact likelihood to donate, such as perceived motive and perceived local benefit (Grau & Folse, 2007), it is proposed that incorporating brand traits and brand associations into the brand information processing model will extend the research on consumer response to CRM. It should also be noted that this research will control for team identification and perceived value as covariates on consumer attitudes and intentions. The following section elaborates on hypotheses development for the current research, followed by a chapter detailing methods for this study.

Hypotheses Development

The author focused the current research on investigating brand attitude and its processing elements as factors impacting consumers' purchase intention for NBA team apparel in the context of CRM. To provide an example of CRM that is consistent with the brand processing model (MacInnis & Jaworski, 1989), consumers might be exposed to a message stimulus that features two brands: one from a sport organization and another from a charity. The author predicted that there would be a brand image transfer (BIT) effect (i.e., "halo effect") from the charity brand to the sport brand, resulting in increased brand attitude ratings toward the sport brand (i.e., team), and subsequently, increased purchase intention of team apparel.

Linking the MacInnis and Jaworski (1989) model with tenets from the Keller (1993) and Aaker (1991) models of brand equity, moderate-stage consumers with information integration processing style might rely on brand associations held in memory, as well as stimulus cues, to process information and form attitudes toward brands. Grau and Folse (2007) suggested that familiarity and proximity can deepen consumer processing of message stimuli, and this relates to moderate-stage processing in the MacInnis and Jaworski (1989) brand processing model. By selecting brands with high familiarity ratings and relative close proximity for this study, consumers would be more likely to engage in moderate-stage processing. In the context of analyzing consumer response to CRM, the author proposed a processing model that also incorporates brand traits (i.e., warmth, competence) as processing elements, resulting in a more pronounced emotion-based response, and potentially, a more favorable brand attitude. As noted earlier, warmth and competence are two fundamental dimensions of social perception (Fiske et al., 2007), and inform what can be described as one's "automatic" evaluation of others, and the author aimed to contribute to the CRM literature by proposing brand traits play a role in consumers' brand attitude formation. Marketers and researchers have provided evidence

that consumers utilize warmth and competence perceptions to evaluate brands and these evaluations, in turn, influence consumer behavior (Kervyn et al., 2012; Aaker et al., 2010), particularly when a brand is rated high in both dimensions.

In a moderate stage for attention and capacity, consumers might adopt an information integration (Anderson, 1981) processing operation by synthesizing meanings from brands within the CRM stimulus. Consistent with previous research, the brands featured in the CRM stimulus could have a spillover effect with one another and, subsequently, impact consumer brand attitudes and behaviors (Aaker et al., 2010; Gwinner & Eaton, 1999; Nichols et al., 2016). This results in message-based persuasion, eliciting an emotional response to stimulus cues and potentially prompting the consumer to participate in the CRM initiative (MacInnis & Jaworski, 1989). It is proposed that perceived warmth will impact consumers' brand attitude and behavior intention toward the team, resulting in significantly higher ratings for a team partnered with a charity (vs. no charity).

Regarding behavioral intention, Barone et al. (2000) suggested that CRM can be an important strategy for a company to differentiate its brand from competitors, and as a result, may improve the likelihood that a consumer might purchase its products. Varadarajan and Menon (1988) noted that firms implementing CRM programs have experienced increased sales through higher product trial rates, repeat purchases, and coupon redemption when tied with a charity. For example, the Nature Valley company launched a "Preserve the Parks" CRM program in 2010 that asked consumers to donate \$1 for each purchased product, resulting in a 7% sales increase in one year, and \$800,000 in donations to the National Parks Conservation Association (Howie, 2016). Consistent with previous research, the author aimed to demonstrate that CRM strategy can positively impact purchase intention by evoking more favorable consumer ratings for brand traits and brand attitude.

While the primary focus of this research is on brand attitude formation, and its subsequent effect on purchase intention, scholars have proposed that team identification and perceived value (Kwon et al., 2007; Lee & Ferreira, 2011) can also impact consumers' purchase intention. To that end, the author aimed to contribute to CRM literature by making a first attempt at isolating the effect of CRM messaging on consumer perception by accounting for these variables as covariates. To build on previous research and advance CRM analyses, the author proposed the following hypotheses:

H1: Consumers' perceived warmth ratings will be significantly higher for the team in a CRM (vs. standard) promotion after controlling for team identification.

H2: Consumers' brand attitude ratings will be significantly higher for the team in a CRM (vs. standard) promotion after controlling for team identification.

H3: Consumers' purchase intention will be significantly higher for team apparel in a CRM (vs. standard) promotion after controlling for team identification and perceived value.

The author also attempted to advance CRM research by examining how consumers' perception of team success might impact ratings for brand traits (i.e., competence), brand attitude, and purchase intention. Examining polarizing teams on each end of the success spectrum (i.e., Warriors vs. Suns) contributes to the CRM literature because the author proposed that consumer ratings for warmth and brand attitude would significantly increase for both teams partnered with the charity in a CRM initiative – regardless of perceived success or team identification level. The author offered a new approach to examining CRM to shed light on how consumers perceive these initiatives.

While hypotheses 1 investigated the warmth brand trait, hypothesis 4 examined the competence brand trait. Aaker et al. (2010) found that purchase intention is driven by perceptions of a firm's competence. While warmth can have a positive influence on consumer attitudes and intentions, a “golden quadrant” for purchase intention emerges when consumers perceive a firm to be high in both

warmth and competence, with competence being the primary driver of purchase intention (Aaker et al., 2010; Kervyn et al., 2012). Further, scholars have suggested that high degrees of competence may be perceived to be associated with success (Fiske et al., 2002) and ability (Kervyn et al., 2012).

Gladden and Funk (2002) examined 16 distinct variables thought to influence brand associations, and specifically investigated the relationship between team success and brand attitude, through their Team Association Model (TAM). Utilizing Keller's (1993) consumer-based brand equity model as a framework, their study was designed to operationalize brand associations as categories of attributes, benefits, and attitudes that may impact consumers' evaluation of brands. Specifically, Gladden and Funk (2002) suggested that team success was predictive of attitude, as this variable had the second-highest coefficient (.34) next to team identification (.50). In the current study, the author controlled for team identification in order to better isolate the effect of team success on brand attitude and purchase intention.

Relative to team performance and consumer behavior, previous research has suggested that team success (i.e., winning) positively influenced consumers to increase donations to a charity during a post-game (vs. pre-game) solicitation (Platow et al., 1999). Team success also positively influenced consumers' intention to purchase sponsor products (Ngan et al., 2011). Specifically, Ngan and colleagues (2011) contrasted winning and losing teams in their study and found consumer purchase intention to be significantly higher in the winning condition. Similarly, Lings and Owen (2007) indicated that team success has a significant influence on consumers' purchase intentions toward sponsor products. The affective nature of consumer purchase intentions relative to a winning or losing team can be linked to the phenomena of "Basking in reflected glory" (BIRG) and "Cutting off reflected failure" (CORF) (Cialdini et al., 1976; Ngan et al., 2011). The former represents a positive experience whereby consumers tend to identify with and feel more connected to the team as a result of a

successful performance, while the latter relates to a negative experience, and especially in the case of low identified fans of the team, an attempt is made to distance oneself from the perceived lack of success of the team (Cialdini et al., 1976). Regarding perceived team success, the author designed the current study with a successful team (i.e., Golden State Warriors) contrasted with an unsuccessful team (i.e., Phoenix Suns), as determined by consumers in pre-test ratings.

Based on previous research, the author proposed the following hypotheses in the context of consumer attitude and intention for a CRM initiative involving successful (vs. unsuccessful) teams:

H4: Consumers' perceived competence ratings will be significantly higher for the successful (vs. unsuccessful) team after controlling for team identification.

H5: Consumers' brand attitude ratings will be significantly higher for the successful (vs. unsuccessful) team after controlling for team identification.

H6: Consumers' purchase intention will be significantly higher for team apparel in the successful (vs. unsuccessful) team condition after controlling for team identification and perceived value.

Stimulus cues that are high in familiarity and in close proximity to consumers have been proposed to be especially influential for marginally engaged consumers (Grau & Folse, 2007), as typically this type of individual is less motivated to process information and would rely on peripheral cues for information processing (MacInnis, Moorman, & Jaworski, 1991). As a result, viewing a local, familiar cue in the message stimuli would result in more focused information processing by the consumer, and potentially lead to more favorable attitudes and intentions. Several scholars have noted that the inclusion of familiar information in the stimuli can be effective for engaging consumer processing and is more likely to result in positive outcomes (MacInnis & Jaworski, 1989; Nichols et al., 2016; Grau & Folse, 2007). Therefore, a consumer may be more inclined to participate in a CRM

initiative involving a team and charity that are familiar. To that end, the author examined a CRM initiative involving a team and charity in close proximity and familiar to consumers. The following methods section details the procedures and measures for this research.

Chapter Three: Method

The author's purpose in the study was to examine CRM strategy, and more specifically, how brand traits (i.e., warmth, competence) transmit their effects through image transfer on the team brand, which in turn was predicted to increase brand attitude ratings for the team and purchase intention for team apparel. Hypotheses 1 through 6 were tested using a 2 (promotion type: standard vs. CRM) x 2 (team type: successful vs. unsuccessful) experimental design with multivariate analysis of covariance (MANCOVA). Similar to previous research (Schmidt, Shreffler, Hambrick, & Gordon, 2018; Westberg & Pope, 2014), group (CRM/standard; successful/unsuccessful) served as the independent variable in this study. Dependent variables included brand traits (warm, competent), brand attitude, and purchase intention. Team identification and perceived value were covariates.

The main study tested six hypotheses in order to investigate consumer perception of CRM strategy in the sport context. Multivariate analysis of covariance (MANCOVA) was used to test the hypotheses as this can be more powerful than analysis of variance (ANOVA), presuming other factors in the study design are held constant and a logical covariate has been used (Huck, 2008). Standard one-way ANOVA involves one independent variable and one dependent variable, while an analysis using two or more dependent variables may be described as multivariate ANOVA or MANOVA (Huck, 2008). Generally speaking, ANCOVA or MANCOVA tests are used because they enhance power to determine statistically significant differences between groups by taking into account individual differences on the covariate measure (Huck, 2008) – which in this case includes team identification and perceived value. Given that the influence of team identification and perceived value on consumer attitudes and purchase intentions has been well established in the literature (Dramer et al., 2018; Kwon et al., 2007; Lee & Ferreira, 2011; Wann & Branscombe, 1993), the author controlled for these

variables in the current study in order to better isolate the effect of brand traits and brand attitude on purchase intention in a sport-themed CRM initiative.

By treating team identification and perceived value as covariates, the probability of a Type II error is reduced when tests are made for main effects, as well as follow up investigations (Huck, 2008). Covariates are often referred to as control variables because with ANCOVA, differences among comparison groups may arise due to a variable that the researcher may want to hold constant (Huck, 2008). In the current research, team identification and perceived value would likely contribute to statistically significant differences between comparison groups, thus, making it more difficult to make inferences from the effect of brand traits and brand attitude on purchase intention. Controlling for team identification and perceived value enhances power, reduces probability of Type II error, and adds a better level of control to the study (Huck, 2008).

When using ANCOVA, statistically significant differences between comparison groups may emerge for main effects, yet the researcher may be seeking more specific information about those differences. Follow up tests such as planned contrasts or pairwise comparisons provide a procedure to follow up main effects by investigating differences between specific groups (Huck, 2008). In the context of the current research, the author established a priori hypotheses to specifically examine between group differences for promotion type (CRM vs. standard) and team type (successful vs. unsuccessful). While simple main effects might reveal an overall statistically significant difference between the four conditions, follow up pairwise comparisons are useful to probe further on the specific differences between specific groups (i.e. Warriors CRM vs. Warriors standard; Suns CRM vs. Suns standard).

This study is consistent with suggestions for exploring consumer attitudes toward CRM (Christofi et al., 2018; Roy & Graeff, 2003; Varadarajan & Menon, 1988), factors impacting brand

attitude and purchase intention (Kwon et al., 2007), research outlining the impact of brand traits on consumer behavior (Aaker et al., 2010; Kervyn et al., 2012), and tenets of the brand information processing model (MacInnis & Jaworski, 1989). Theoretical support for this study can be found through information integration theory (Anderson, 1981; Simonin & Ruth, 1998) and brand image transfer (Gwinner & Eaton, 1999). The investigation began with a pretest, followed by a main study. Pretests can be useful to examine baseline measures of variables prior to conducting a main study (Nichols et al., 2016).

Pretest

Following institutional review board approval, a pretest was conducted to establish consumers' familiarity with selected sport brands and charity brands, to capture consumers' brand trait (i.e., warmth and competence) ratings for the selected brands, and to confirm perceptions of a successful vs. unsuccessful NBA team. A national sample ($N = 117$; age 19-69, $M = 34$, $SD = 11.68$; 62% male) from Amazon Mechanical Turk was used for the pretest in January 2019, and respondents were compensated .50 cents for survey completion. Consistent with previous research (Nichols et al., 2016; Huck, 2008), the target sample size accounted for adequate power level, effect size, and significance level (for a more detailed outline of determining sample size, please refer to the sample section below). Nichols and colleagues (2016) used a sample size of 100 for their pretest to determine familiarity and personality dimensions for CRM analysis. To increase external validity, four charity brands were identified for the pretest (Boys & Girls Clubs, St. Jude Children's Research Hospital, Toys for Tots, American Red Cross) based on having had a previous affiliation with the NBA and teams featured in the study (NBA.com, 2014; NBA.com, 2015; Thomas, 2018). Each charity also has a chapter in communities where the NBA teams selected for this study reside. Consistent with Nichols et al. (2016), respondents were asked to indicate if they are familiar (yes/no) with the brands prior to advancing to

the brand trait and success measures. To measure brand traits, respondents were asked “To what degree do you believe the (brand) is _____?”, evaluating each brand on a set of 15 traits, which included nine filler traits plus three traits to comprise the warmth index (warm, kind, generous; $\alpha = .92$) and three traits to comprise the competence index (competent, efficient, effective; $\alpha = .92$), consistent with Aaker et al. (2010). St. Jude Children’s Research Hospital emerged as the charity with the highest mean consumer ratings for warmth and competence from the pretest, although a statistically significant difference only emerged in a planned contrast with one other charity for warmth ($M_{\text{ST JUDE}} = 6.20$, $SD = .13$ vs. $M_{\text{RED CROSS}} = 5.74$, $SD = .14$, $F(1,687) = 5.32$, $p < .03$), and approached statistical significance for competence ($M_{\text{ST JUDE}} = 6.00$, $SD = 1.11$ vs. $M_{\text{BOYS \& GIRLS CLUBS}} = 5.64$, $SD = 1.30$, $F(1,687) = 3.63$, $p < .06$). With St. Jude Children’s Research Hospital receiving the most responses for familiarity, and consistently receiving higher ratings than other charities in the pretest for warmth and competence, the author selected St. Jude Children’s Research Hospital for the main study.

Regarding consumer perception of successful vs. unsuccessful NBA teams, four Western Conference teams (Golden State Warriors, Los Angeles Lakers, Sacramento Kings, and Phoenix Suns) were selected for the pretest using playoff appearances, record in the last five seasons, and overall number of NBA championships as a guide. The contrasting teams (i.e., Warriors appeared in playoffs each of the last five years and won three NBA championships in that span vs. Phoenix Suns with no playoff appearances since 2010 and no NBA championships all-time) were used in the pretest to determine whether consumers’ perceived success is consistent with these criteria. Respondents completed a single-item measure for perceived success (“Please indicate your perception of how successful the _____ are”) anchored by 1 (not at all) to 7 (very). The Golden State Warriors emerged with the highest rating for perceived success ($M_{\text{WARRIORS}} = 6.03$, $SD = .96$), and planned contrasts revealed a statistically significant difference vs. both the Phoenix Suns ($M_{\text{SUNS}} = 4.80$, $SD = 1.62$,

$F(1,687) = 38.58, p < .001$) and the Sacramento Kings ($M_{\text{KINGS}} = 5.03, SD = 1.46, F(1,687) = 24.78, p < .001$). Based on pretest results, the Golden State Warriors brand was selected as the successful team, while the Phoenix Suns brand was selected as the unsuccessful team for the main study.

Main Study

The main study tested six hypotheses in order to investigate consumer perception of CRM strategy in the sport context. First, the author tested how the presence of a charity in a CRM (vs. standard) promotional offer to purchase NBA team (successful vs. unsuccessful) apparel might impact consumer perception of the team by measuring the warmth (Hypothesis 1) brand trait, and brand attitude (Hypothesis 2), while controlling for team identification. It was predicted that consumers' warmth and brand attitude ratings would be significantly higher in the CRM (vs. standard) promotion condition. Next, the author tested consumers' purchase intention (Hypothesis 3) for NBA team apparel, while controlling for team identification and perceived value, predicting that consumers' purchase intention would be significantly higher in the CRM (vs. standard) condition.

The next hypotheses tested consumer perception of the team in a CRM initiative by measuring perceived competence (Hypothesis 4) and brand attitude (Hypothesis 5), again controlling for team identification. It was predicted that consumers' perceived competence and brand attitude ratings would be significantly higher for the successful (vs. unsuccessful) team. Finally, the author tested consumers' purchase intention (Hypothesis 6) for NBA team apparel, while controlling for team identification and perceived value, predicting that consumers' purchase intention would be significantly higher in the successful (vs. unsuccessful) condition.

Sample

Following the pretest, participants for the sample in the main study were identified. According to Huck (2008), determining sample size involves consideration of a priori desired level of significance

(i.e., $p < .05$), desired effect size (i.e., for comparing two group means as in the current study, the criteria are .2, .5, and .8, respectively for small, medium, and large effect size), and desired power level (i.e., .8, meaning the researcher wants to ensure at least an 80% chance of rejecting the null hypothesis – and thus, no more than 20% chance of making a Type II error). Based on these factors, Huck (2008) recommends using the GPOWER software to compute adequate sample size. Consistent with these estimates and previous research (Nichols, et al., 2016), the author sought a sample size of at least 250, or an estimated 60 subjects for each of the four conditions. Nichols and colleagues (2016) used a sample size of 285 for six conditions. The target sample size of 250 for this study allowed opportunity for detection of subtle group differences at the medium to large effect size range, with power level of .8, and desired level of significance at $p < .05$.

Respondents ($N = 314$; age 18-71, $M = 36$, $SD = 11.31$; 62% male) were selected from Amazon Mechanical Turk and received .50 cents as compensation to complete an online “Consumer Perceptions” survey in January 2019. Scholars have noted the drawback of student samples relative to external validity and limitations for generalizability (Peterson & Merunka, 2014), and Mechanical Turk has become widely accepted in scholarly research as a viable subject pool (Buhrmester, Kwang, & Gosling, 2011). The sample was restricted to the United States in order to ensure familiarity with the brands used in the stimuli (Successful Team: Golden State Warriors; Unsuccessful Team: Phoenix Suns; Charity: St. Jude Children’s Research Hospital) and also to increase probability of obtaining identified consumers in the sample. This sample was consistent with characteristics of NBA consumers, as the median age for the NBA television viewer is 42 (Adgate, 2018), and in general, 70% of NBA consumers are male (Thompson, 2014).

All brands used in the main study were selected based on pre-test data. The teams were selected due to their pattern of charitable giving, as well as their respective performance in the regular season

and NBA Playoffs (NBA.com, 2018; Rueckert, 2017). The Golden State Warriors have advanced to the NBA Finals four straight years, while the Phoenix Suns' last NBA Playoff appearance was in 2010, marking the second-longest active playoff drought for any NBA team.

St. Jude Children's Research Hospital was selected as the charity because it has been linked with several sport teams and organizations in the past, including teams used in this study (NBA.com, 2014; Thomas, 2018). It was important to simulate a realistic and credible message stimulus, so a Golden State Warriors Official Team Store promotion from November 2018 was adapted for this experiment. Researchers have noted that using actual brands activates genuine brand affect and associations (Simonin & Ruth, 1998). These factors contributed to the simulation of a realistic appeal.

Procedures

To test hypotheses 1 through 6, the study used a multivariate analysis of covariance (MANCOVA) design with the type of promotional offer (standard team offer vs. CRM team offer with charity) as the manipulated factor. Prior to completion of qualifying questions to participate in the research (i.e., "which of the following is a current Warriors (Suns) player?; what is the name of the arena in which the Warriors (Suns) play home games?"), respondents were aligned with the team that correlated with their responses and randomly assigned to view either the standard promotion or the CRM promotion. Respondents were then presented with a message stimulus depicting a promotional offer to purchase a special edition t-shirt (see Appendix for stimuli used in the survey). The offers for each condition were as similar as possible, as comparability between conditions is important for measuring effects of CRM (Nan & Heo, 2007). After viewing the message stimulus, respondents were asked a series of questions. As an attention check, respondents were asked to indicate what team was featured in the message, and to name the featured charity if one was present in the message. Those who failed the attention check were excluded from further analyses.

Hypotheses 1 through 6 were tested using a 2 (promotion type: standard vs. CRM) x 2 (team type: successful vs. unsuccessful) multivariate analysis of covariance (MANCOVA). Group (CRM vs. standard; successful vs. unsuccessful) was the independent variable, while dependent variables included brand traits (warm, competent), brand attitude, and purchase intention. Team identification and perceived value were covariates.

Measures

After viewing the message, respondents completed the following measures (see Table 1). Of central interest as the main dependent variable, respondents were asked to indicate their purchase intention (Kwon et al., 2007) with a three-item measure (i.e., “The probability that I would consider buying is high”), anchored by 1 (strongly disagree) and 7 (strongly agree). Reliability ($\alpha = .93$) has been shown to be strong for measures with the adopted Kwon et al. (2007) scale. The brand attitude scale (Nichols et al., 2016) is bipolar in design and included ratings for bad/good, unfavorable/favorable, dislike/like, unpleasant/pleasant on a 1 (strongly disagree) to 7 (strongly agree) scale. Reliability has also been demonstrated to be strong for this brand attitude scale ($\alpha = .97$). Brand traits (i.e., warmth and competence) were measured with the same scale as in the pretest, only this time the respondent evaluated the team (i.e., Warriors or Suns) rather than the charity. Perceived success was measured with a single item “Please indicate your perception of how successful the Warriors/Suns are” anchored by 1 (not at all) to 7 (very). Bergkvist and Rossiter (2007) found no difference in predictive validity of multiple-item and single-item measures in consumer perception.

Table 2.

Measures Used To Create Indices

Scale	Operational Definition
Purchase Intention Scale (Kwon et al., 2007) <ol style="list-style-type: none"> 1. I would purchase this item 2. I would consider buying the item at the price listed 3. The probability that I would consider buying is high 	With foundations in the Theory of Planned Behavior (TPB), purchase intent is defined as the probability that the consumer will purchase the product (Sam & Tahir, 2009)
Brand Attitude Scale (Nichols et al., 2016) <p>“Please rate your views of ____ (team)”</p> <ol style="list-style-type: none"> 1. Bad <i>to</i> Good 2. Unfavorable to favorable 3. Dislike <i>to</i> Like 4. Unpleasant <i>to</i> Pleasant 	A person’s judgment of the goodness or badness of a brand, ranging from positive to negative on a bipolar valence dimension (Park et al., 2010)
SCM Brand Traits Scale (Kervyn et al., 2012; Aaker et al., 2010; Fiske et al., 2002) <p>“To what degree do you believe the ____ (team) is ...”</p> <p>Warmth</p> <ol style="list-style-type: none"> 1. Warm_{w1} 2. Generous_{w2} 3. Kind_{w3} <p>Competence</p> <ol style="list-style-type: none"> 1. Competent_{c1} 2. Efficient_{c2} 3. Effective_{c3} 	The Stereotype Content Model (SCM) was developed to explain perceptions of social groups, and has been applied to judgments of brands (Kervyn et al., 2012) and firms (Aaker et al., 2010). Warmth and competence are the universal dimensions used in the scale.
Team Identification Scale (Yoshida et al., 2015) <ol style="list-style-type: none"> 1. I consider myself to be a “real” fan of ____ (team) 2. I would experience a loss if I had to stop being a fan of ____ (team) 3. Being a fan of ____ (team) is very important to me 	“... the social identity that a group of people (i.e., fans) have in common in relation to their favorite sport team,” (Kwon et al., 2007, p.541).
Perceived Value Scale (Kwon et al., 2007) <ol style="list-style-type: none"> 1. What I get from the apparel is worth the cost 2. All things considered, the apparel is a good buy 3. Compared with other apparel, the item I see in the slide is a good value for the money 	Consumer’s overall assessment of the utility of a product or service based on perception of what is received and what is given (Zeithaml, 1988)

Team identification measures were collected using a three-item scale from Yoshida, Heere, and Gordon (2015) and included the following: “I consider myself a ‘real’ fan of _____, I would experience a loss if I had to stop being a fan of _____, Being a fan of _____ is important to me”, anchored by 1 (strongly disagree) to 7 (strongly agree). The team identification scale has been shown to be valid and reliable ($\alpha = .86$).

Perceived value was measured using a three-item scale (i.e., all things considered, the apparel is a good buy; what I get from the apparel is worth the cost; compared with other apparel, the item is a good value for the money) from Kwon, et al. (2007) and was anchored by 1 (strongly disagree) to 7 (strongly agree). After completion of the measures listed above, respondents also answered demographic questions including age, sex, income, and education.

Chapter Four: Results

Results for the main study are outlined below. To test hypotheses in this study, a 2 (promotion type: standard vs. CRM) x 2 (team type: successful vs. unsuccessful) multivariate analysis of covariance (MANCOVA) was conducted. Group (standard vs. CRM; successful vs. unsuccessful) was the independent variable, while dependent variables included brand traits (warm, competent), brand attitude, and purchase intention. Team identification and perceived value were covariates, and consistent with previous research, covariate-adjusted means are reported (Roehm & Tybout, 2006) in the following results.

Table 3 outlines scale measures, with values meeting guidelines suggested by previous research (Field, 2018; Kline, 1999) for reliability (.7 or higher) and inter-item correlations (.3 or higher). In terms of reliability, the values suggest that a given measure in a scale consistently reflects the construct that it is measuring (Field, 2018). Given the strong reliability of the measures used in the current study, the data suggest that the measures are appropriate for the constructs.

Hypothesis 1 predicted that consumers' perceived warmth ratings for the sport brand would be significantly higher in the CRM (vs. standard) promotion condition. In support of hypothesis 1, results revealed that the team identification covariate was statistically significant ($F(1,310) = 53.94, p < .001$), suggesting this variable had an impact on the dependent variable warmth and that accounting for this as a covariate was justified. Results also revealed a main effect for perceived warmth of the sport brand in the CRM (vs. standard) condition ($M_{\text{CRM}} = 5.51, SD = 1.11$ vs. $M_{\text{STANDARD}} = 4.57, SD = 1.33$; $F(1,310) = 50.61, p < .001$). Further analysis with pairwise comparisons confirmed that when consumers were exposed to the CRM promotion, perceived warmth ratings were significantly higher than the standard promotion ($M_{\text{WARRIORS CRM}} = 5.65, SD = .96$ vs. $M_{\text{WARRIORS STANDARD}} = 4.78, SD =$

1.30, $F(1,310) = 26.96$, $p < .001$; $M_{\text{SUNS CRM}} = 5.30$, $SD = 1.28$ vs. $M_{\text{SUNS STANDARD}} = 4.23$, $SD = 1.31$, $F(1,310) = 24.79$, $p < .001$).

Table 3.

Reliability Measures for Indices (N = 314)

Scale	Mean	SD	Inter-Item Correlation	α
Purchase Intention Scale (Kwon et al., 2007)	4.88			.856
1. I would purchase this item	5.00	2.10	.73	
2. I would consider buying the item at the price listed	4.81	2.18	.71	
3. The probability that I would consider buying is high	4.84	2.22	.76	
Brand Attitude Scale (Nichols et al., 2016) “Please rate your views of ____ (team)”	5.45			.951
1. Bad <i>to</i> Good	5.52	1.60	.85	
2. Unfavorable <i>to</i> favorable	5.37	1.54	.91	
3. Dislike <i>to</i> Like	5.42	1.53	.89	
4. Unpleasant <i>to</i> Pleasant	5.47	1.53	.88	
Brand Traits Scale (Aaker et al., 2010) “To what degree do you believe the ____ (team) is ...”				
Warmth	5.04			.881
1. Warm _{w1}	5.03	1.49	.76	
2. Generous _{w2}	5.00	1.44	.78	
3. Kind _{w3}	5.08	1.45	.77	
Competence	5.32			.880
1. Competent _{c1}	5.43	1.50	.75	
2. Efficient _{c2}	5.30	1.59	.75	
3. Effective _{c3}	5.24	1.48	.81	
Team Identification Scale (Yoshida et al., 2015)	3.22			.942
1. I consider myself to be a “real” fan of ____ (team)	3.55	2.12	.89	
2. I would experience a loss if I had to stop being a fan of ____ (team)	2.99	2.00	.85	
3. Being a fan of ____ (team) is very important to me	3.14	2.05	.90	
Perceived Value Scale (Kwon et al., 2007)	5.54			.806
1. What I get from the apparel is worth the cost	5.54	1.52	.66	
2. All things considered, the apparel is a good buy	5.54	1.46	.67	
3. Compared with other apparel, the item I see in the slide is a good value for the money	5.54	1.50	.63	

Hypothesis 2 predicted that consumers’ brand attitude ratings for the sport brand would be significantly higher in the CRM (vs. standard) promotion condition. In support of hypothesis 2, results

revealed that the team identification covariate was statistically significant ($F(1,310) = 102.56, p < .001$), suggesting this variable had an impact on the dependent variable brand attitude and that accounting for this as a covariate was justified. Results also revealed a main effect for brand attitude ratings of the sport brand in the CRM (vs. standard) condition ($M_{\text{CRM}} = 5.74, SD = 1.31$ vs. $M_{\text{STANDARD}} = 5.15, SD = 1.52; F(1,310) = 15.56, p < .001$). Further analysis with pairwise comparisons confirmed that when consumers were exposed to the CRM promotion, brand attitude ratings were significantly higher than the standard promotion ($M_{\text{WARRIORS CRM}} = 6.01, SD = 1.08$ vs. $M_{\text{WARRIORS STANDARD}} = 5.51, SD = 1.47, F(1,310) = 7.34, p < .007$; $M_{\text{SUNS CRM}} = 5.35, SD = 1.51$ vs. $M_{\text{SUNS STANDARD}} = 4.58, SD = 1.43, F(1,310) = 9.82, p < .002$).

Hypothesis 3 predicted that consumers' purchase intention ratings for the team apparel would be significantly higher in the CRM (vs. standard) promotion condition. Hypothesis 3 was supported with a main effect ($M_{\text{CRM}} = 5.29, SD = 1.67$ vs. $M_{\text{STANDARD}} = 4.48, SD = 2.05; F(1,310) = 10.65, p < .001$). Results also revealed that the team identification covariate ($F(1,310) = 98.15, p < .001$) and the perceived value covariate ($F(1,310) = 4.56, p < .04$) were statistically significant, suggesting these variables had an impact on the dependent variable purchase intention and accounting for them as covariates was justified. However, further analysis with pairwise comparisons revealed only partial support of hypothesis 3. Although consumers exposed to the CRM promotion with a successful team had significantly higher purchase intention ratings ($M_{\text{WARRIORS CRM}} = 5.54, SD = 1.37$ vs. $M_{\text{WARRIORS STANDARD}} = 4.63, SD = 1.91, F(1,310) = 10.25, p < .002$), this effect did not hold true for the CRM promotion with an unsuccessful team ($M_{\text{SUNS CRM}} = 4.93, SD = 1.99$ vs. $M_{\text{SUNS STANDARD}} = 4.25, SD = 2.24, F(1,310) = 1.81, p > .05$).

Table 4.

Main effect summary for warm (H1), brand attitude (H2), purchase intent (H3)

Condition	Warm (M, SD)	Brand Attitude (M, SD)	Purchase Intent (M, SD)
Standard	4.57, 1.33	5.15, 1.52	4.48, 2.05
CRM	5.51, 1.11	5.74, 1.31	5.29, 1.67
F (1,310) =	50.61***	15.56***	10.65***

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 5.

Pairwise comparison summary for warm (H1), brand attitude (H2), purchase intent (H3)

Condition	Warm (M, SD)	Brand Attitude (M, SD)	Purchase Intent (M, SD)
Warriors CRM	5.65, .95	6.01, 1.08	5.54, 1.37
Warriors Standard	4.78, 1.30	5.51, 1.47	4.63, 1.91
F (1,310) =	26.96***	7.34**	10.25**
Suns CRM	5.30, 1.28	5.35, 1.51	4.93, 1.99
Suns Standard	4.23, 1.31	4.58, 1.43	4.25, 2.24
F (1,310) =	24.79***	9.82**	1.81

* $p < .05$, ** $p < .01$, *** $p < .001$

Hypothesis 4 predicted that consumers' perceived competence ratings for the sport brand would be significantly higher for the successful (vs. unsuccessful) team condition. The mean ratings for perceived success of the teams suggested the manipulation was effective, as the Warriors (successful) condition was significantly higher than the Suns (unsuccessful) condition ($M_{\text{SUCCESSFUL WARRIORS}} = 6.28$, $SD = .91$ vs. $M_{\text{UNSUCCESSFUL SUNS}} = 3.66$, $SD = 1.56$; $F(1,310) = 151.71$, $p < .001$).

In support of hypothesis 4, results revealed that the team identification covariate was statistically significant ($F(1,310) = 24.56$, $p < .001$), suggesting this variable had an impact on the dependent variable perceived competence and that accounting for this as a covariate was justified. Results also revealed that there was a main effect for perceived competence of the sport brand in the successful (vs. unsuccessful) condition ($M_{\text{SUCCESSFUL WARRIORS}} = 5.77$, $SD = 1.02$ vs. $M_{\text{UNSUCCESSFUL SUNS}} = 4.63$, $SD = 1.54$; $F(1,310) = 46.11$, $p < .001$). Further analysis with pairwise comparisons

confirmed that when consumers were exposed to the successful team promotion, perceived competence ratings were significantly higher than the unsuccessful team promotion ($M_{\text{WARRIORS CRM}} = 5.81$, $SD = .95$ vs. $M_{\text{SUNS CRM}} = 4.93$, $SD = 1.52$, $F(1,310) = 14.13$, $p < .001$; $M_{\text{WARRIORS STANDARD}} = 5.74$, $SD = 1.09$ vs. $M_{\text{SUNS STANDARD}} = 4.33$, $SD = 1.52$, $F(1,310) = 37.48$, $p < .001$).

Hypothesis 5 predicted that consumers' brand attitude ratings for the sport brand would be significantly higher in the successful (vs. unsuccessful) team promotion condition. In support of hypothesis 5, results revealed that the team identification covariate was statistically significant ($F(1,310) = 83.55$, $p < .001$), suggesting this variable had an impact on the dependent variable brand attitude and that accounting for this as a covariate was justified. Results also revealed that there was a main effect for brand attitude ratings of the sport brand in the successful (vs. unsuccessful) team promotion condition ($M_{\text{SUCCESSFUL WARRIORS}} = 5.76$, $SD = 1.31$ vs. $M_{\text{UNSUCCESSFUL SUNS}} = 4.97$, $SD = 1.51$; $F(1,310) = 10.07$, $p < .002$). Further analysis with pairwise comparisons confirmed that when consumers were exposed to the CRM successful team promotion, brand attitude ratings approached significance vs. the CRM unsuccessful team promotion ($M_{\text{WARRIORS CRM}} = 6.01$, $SD = 1.08$ vs. $M_{\text{SUNS CRM}} = 5.35$, $SD = 1.51$, $F(1,310) = 3.59$, $p = .06$). However, the brand attitude ratings were significantly higher for the successful (vs. unsuccessful) team in the standard promotion condition ($M_{\text{WARRIORS STANDARD}} = 5.51$, $SD = 1.47$ vs. $M_{\text{SUNS STANDARD}} = 4.58$, $SD = 1.43$, $F(1,310) = 8.38$, $p < .004$).

Hypothesis 6 predicted that consumers' purchase intention ratings would be significantly higher for the successful (vs. unsuccessful) team promotion condition. There was not a significant main effect for purchase intention ratings in the successful (vs. unsuccessful) team promotion condition ($F(1,310) = .03$, $p > .05$). As a result, hypothesis 6 was not supported.

Table 6.

Main effect summary for competent (H4), brand attitude (H5), purchase intent (H6)

Condition	Competent (M, SD)	Brand Attitude (M, SD)	Purchase Intent (M, SD)
Successful	5.77, 1.02	5.76, 1.31	5.08, 1.72
Unsuccessful	4.63, 1.54	4.97, 1.51	4.59, 2.14
F (1,310) =	46.11***	10.07**	.03

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 7.

Pairwise comparison summary for competent (H4), brand attitude (H5), purchase intent (H6)

Condition	Competent (M, SD)	Brand Attitude (M, SD)	Purchase Intent (M, SD)
Warriors CRM	5.81, .94	6.01, 1.08	5.54, 1.37
Suns CRM	4.93, 1.52	5.35, 1.51	4.93, 1.99
F (1,310) =	14.13***	3.59*	.71
Warriors standard	5.74, 1.09	5.51, 1.47	4.63, 1.91
Suns standard	4.33, 1.52	4.58, 1.43	4.25, 2.24
F (1,310) =	37.48***	8.38**	.29

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 8.

Covariate summary on purchase intention

Condition	Team ID (M, SD)	Perceived Value (M, SD)	Perceived success (M, SD)
CRM	3.29, 1.94	5.95, .98	
Standard	3.16, 1.95	5.14, 1.39	
F (1,310) =	98.15***	4.56*	
Successful (Warriors)	3.59, 1.96	5.57, 1.15	6.36, .89
Unsuccessful (Suns)	2.66, 1.78	5.50, 1.43	3.90, 1.77
F (1,310) =	85.98***	11.04***	267.23***

* $p < .05$, ** $p < .01$, *** $p < .001$

Chapter Five: Discussion

Chapter five details a discussion of results for this study, potential contributions to this area of research, and practical implications of the findings. Limitations of this study and recommendations for future research are also discussed. Overall, the author aimed to address an important gap regarding how consumers respond to CRM initiatives in the sport context. While scholars have taken a myriad of approaches to investigating CRM, the author aimed to advance this line of inquiry by specifically examining factors and processing elements contributing to consumer brand attitude formation, and their subsequent impact on purchase intention – an area of CRM receiving little attention by academicians to date (Christofi et al., 2018; Roy & Graeff, 2003) and one that is still evolving (Barone et al., 2000).

Specifically, the author sought to advance the study of CRM strategy by (1) investigating brand traits (i.e., perceived warmth, perceived competence) as potential processing elements for consumer brand attitude formation, and (2) analyzing the subsequent impact of the brand attitude formation process on purchase intention. This research analyzed how the presence of a charitable cause (i.e., St. Jude Children’s Research Hospital) in a promotional offer to purchase NBA-licensed team (Warriors vs. Suns) apparel impacted consumer perception of brand traits (i.e., perceived warmth, perceived competence) for the team, brand attitude toward the team, and purchase intention, while controlling for team identification and perceived value. While the current research did not specifically test for mediation or correlations, the results imply that consumer perception of brand traits (warmth, competence) impacted brand attitude, and for the successful team, increased purchase intention as well. These findings offer contributions to the literature relative to consumer response to CRM strategy in the area of effecting change in brand attitude and purchase intention through inclusion of a familiar charity brand in CRM messaging. A detailed discussion of the findings and contributions is below.

Overview

Collectively, hypotheses 1 through 3 examined consumer perception of the warmth brand trait, brand attitude, and purchase intention. Hypothesis 1 predicted that consumers' perceived warmth ratings would be significantly higher for the team in the CRM (vs. standard) condition, and hypothesis 2 predicted that consumers' brand attitude ratings would be significantly higher for the CRM (vs. standard) condition. Hypothesis 3 focused on the main dependent variable, predicting that consumers' purchase intention for team apparel would be significantly higher for the CRM (vs. standard) condition. Hypotheses 4 through 6 analyzed consumer perception of the competence brand trait, brand attitude, and purchase intention, while also accounting for perceived success of each team. Specifically, hypothesis 4 predicted that consumers' perceived competence ratings would be significantly higher for the successful (vs. unsuccessful) team, while hypothesis 5 predicted that consumers' brand attitude ratings would be significantly higher for the successful (vs. unsuccessful) team. Hypothesis 6 predicted that consumers' purchase intention for team apparel would be significantly higher for the successful (vs. unsuccessful) team.

Brand Processing: Standard Offer vs. CRM (H1, H2, H3)

Overall, this work demonstrated that consumer judgments of warmth and competence were significantly different among conditions (promotion type: standard vs. CRM; team type: successful vs. unsuccessful). This finding contributes to the MacInnis & Jaworski (1989) brand attitude formation model by suggesting that warmth and competence may play a role as processing elements for consumers' attitude formation for brands in a CRM partnership. Specifically, the significantly higher warmth ratings for the CRM (vs. standard) promotional offer (hypothesis 1), are consistent with Aaker et al. (2010) that non-profit charitable brands are perceived as warm by consumers, and further, the results of this study suggest that this effect can be transmitted to the sport brand through brand image

transfer (Gwinner & Eaton, 1999; Till & Nowak, 2000). The data suggested that the warmth effect of the charity brand was transferred to the team brand, resulting in significantly higher warmth (hypothesis 1) and brand attitude (hypothesis 2) ratings for the CRM (vs. standard) condition.

The outcome for this effect implies that consumer judgments of sport brands may be malleable, and brand traits may be worth considering as a compliment to pre-existing perceptions, antecedents (i.e., needs, motivation, ability, opportunity), and processing elements (i.e., attention, capacity, operations) addressed by MacInnis and Jaworski (1989) as factors influencing consumer brand attitude formation (see Table 1). While previous research has suggested that various factors may contribute to the formation of brand attitude (MacInnis & Jaworski, 1989; Park et al., 2010), and others have noted specific ways that CRM shapes brand attitude toward both firm and charity (Irwin et al., 2003; Westberg & Pope, 2014), the contribution of the current research builds on these findings by incorporating brand traits into a consumer brand attitude formation model. This is significant because it suggests two other brand processing elements (i.e., warmth, competence) may be at play during consumers' evaluation of brands featured in CRM partnerships, and perception of the traits may be transmitted to the sport brand through brand image transfer.

Regarding the primary dependent variable, results revealed a main effect with consumers' purchase intention for team apparel being significantly higher for the CRM (vs. standard) condition (hypothesis 3). However, pairwise comparisons revealed that this prediction was supported only for the successful team (Warriors), but not for the unsuccessful team (Suns). Consistent with previous research (Aaker et al., 2010), the presence of the charity in the promotional message had a significant impact on consumers' purchase intentions (in this case for team apparel) – but only for the successful team. The results suggest that the successful CRM team condition was perceived to be in the “golden quadrant” where warmth and competence coexist to shape consumer perception in most favorable

ways (Aaker et al., 2010). The Warriors CRM condition indeed reflected the highest ratings among all conditions for warmth ($M_{\text{WARRIORS CRM}} = 5.65$, $SD = .95$), brand attitude ($M_{\text{WARRIORS CRM}} = 6.01$, $SD = 1.08$), and purchase intention ($M_{\text{WARRIORS CRM}} = 5.54$, $SD = 1.37$). As a result, only this condition noted a significant increase in purchase intention compared to other conditions in the study. This is relevant because it suggests that the warmth trait and brand attitude may be contributing factors to consumer purchase intention in the context of CRM. The findings in the current study contribute to the literature by suggesting additional precursors to purchase intention. Previous research noted that perceived value and team identification may serve as precursors to purchase intention (Kwon et al., 2007), and current study results are consistent with Aaker and colleagues (2010) regarding the impact of warmth and competence on consumer perception of brands in a CRM partnership, as well as willingness to purchase.

Brand Processing: Successful Team vs. Unsuccessful Team (H4, H5, H6)

Building on the role of brand traits in consumers' brand attitude evaluations, hypothesis 4 predicted that the successful (vs. unsuccessful) team would be perceived as significantly more competent, and those results were supported. Previous researchers have noted that high degrees of competence may be associated with success (Fiske et al., 2012) and ability (Kervyn et al., 2012), and the results of this study are consistent with this assertion. The team perceived to be significantly more successful (Warriors), was also rated significantly more competent. This is relevant because it replicates previous research (Aaker et al., 2010; Kervyn et al., 2012) that found competence to play a role in consumer perception of brands. The current study results suggest a link between perceived competence and perceived success, while also demonstrating that perceived competence may be malleable depending on the brand featured in the CRM strategy. For example, the data revealed an interesting result that was not predicted: A statistically significant increase in consumer perception of

competence for the unsuccessful team CRM (vs. standard) condition ($M_{\text{SUNS CRM}} = 4.93$, $SD = 1.52$ vs. $M_{\text{SUNS STANDARD}} = 4.33$, $SD = 1.52$, $F(1,310) = 6.45$, $p < .012$), and no statistically significant difference for the successful team CRM (vs. standard) condition on competence ($M_{\text{WARRIORS CRM}} = 5.81$, $SD = .94$ vs. $M_{\text{WARRIORS STANDARD}} = 5.74$, $SD = 1.09$, $F(1,310) = .146$, $p = .702$). This finding suggests that similar to the warmth trait, the perceived competence of the charity brand may be transferred to the team brand under certain circumstances – in this case, the charity brand transmitted a “competence” effect to the unsuccessful team brand, resulting in a statistically significant increase in competence ratings for the CRM unsuccessful team brand. However, the baseline high competence ratings for the successful team brand remained constant in both the CRM and standard successful conditions. Collectively, the findings suggest that a team perceived to be unsuccessful may have more to gain regarding brand trait perception by partnering with a charity in a CRM initiative as it may yield significantly more favorable ratings in both the warmth and competence dimensions. Conversely, the team perceived to be successful may only receive significantly more favorable ratings on the warmth dimension, but not necessarily on the competence dimension. When baseline competence ratings are high for the team brand, the charity brand had a minimal effect on increasing consumer perception of this trait. In contrast, when baseline competence ratings are relatively low for the team brand, the charity brand had a significant effect on consumer perception of this trait. This result may suggest the brand image transfer effect from charity brand to team brand on competence may be more pronounced for a team perceived to be unsuccessful.

The findings in this study advance understanding of how the warmth (hypothesis 1) and competence (hypothesis 4) brand traits operate in consumer processing of CRM initiatives in the sport context. While previous research examined warmth and competence relative to consumer perception of brands, and the subsequent impact on consumer attitudes and intentions (Aaker et al., 2010; Kervyn et

al., 2012), the current study advanced understanding of these constructs by demonstrating a differential effect on brands perceived as successful or unsuccessful. While increased warmth ratings were significantly increased for both the successful and unsuccessful team brands when partnered with a charity, only the unsuccessful team brand experienced a significant increase in competence ratings when partnered with a charity.

Hypothesis 5 predicted that the successful (vs. unsuccessful) team would be rated more favorably for brand attitude, and the data also supported this assertion. Essentially, pairwise comparisons showed that consumers' brand attitude ratings were significantly more favorable for the team in the CRM (vs. standard) promotion (hypothesis 2), as well as for the successful (vs. unsuccessful) team (hypothesis 5). This finding advances previous research on brand attitude formation (Irwin et al., 2003; Kervyn et al., 2012; MacInnis & Jaworski, 1989; Park et al., 2010) and CRM perception (Lafferty & Goldsmith, 2005; Weiner, 1986) by demonstrating that consumers may integrate brand traits and perceived success into their brand evaluation. While the author did not specifically test for correlations between success and competence, previous researchers have noted that high degrees of competence may be associated with success (Fiske et al., 2012) and ability (Kervyn et al., 2012). It may be inferred that the current study results support this assertion, and as a result, brand attitude ratings were significantly higher for the successful team across both the standard and CRM conditions. This finding contributes to the literature on brand associations (Aaker, 1991; Keller, 1993), information integration (Anderson, 1981), and brand image transfer (Simonin & Ruth, 1998) by suggesting that consumers' brand attitude ratings are malleable and subject to modification based on pre-existing associations (i.e., perceived success of the team brands), as well as information integration and image transfer through strategically developed marketing messages that incorporate charity brands into the stimuli.

Hypothesis 6 tested consumers' purchase intention reflective of team success, predicting that the successful (vs. unsuccessful) team would receive significantly higher ratings. However, there was no main effect and hypothesis 6 was not supported.

Brand Processing: The Role of Covariates

Overall, warmth and competence have been established as universal dimensions for social judgments (Fiske et al., 2002), brands (Kervyn et al., 2012), and firms (Aaker et al., 2010), and the results of this study suggest these evaluative judgments may be applicable for consumers' brand evaluations in the context of CRM initiatives. Particularly, the statistically significant difference in perceived warmth and brand attitude ratings for the CRM vs. standard conditions suggest that the consumer brand attitude formation process may be impacted by the charity brand presence in the stimuli. By controlling for team identification and perceived value, the results suggest the charity had a strong impact on consumers' brand trait, brand attitude, and purchase intention ratings. This represents a contribution to the literature, as this is a first attempt to isolate the effect of CRM on brand outcomes and purchase intention while controlling for team identification and perceived value. Previous scholars have found team identification (Gladden & Funk, 2002; Lee & Ferreira, 2011) and perceived value (Kwon et al., 2007) to be influential in purchasing decisions, the current findings suggest that these variables would have significantly influenced consumer attitudes and intentions for CRM campaigns. Team identification was statistically significant as a covariate across all six hypotheses, and perceived value was statistically significant in both purchase intention hypotheses (H3, H6) in which it was tested. This contributes to the CRM literature by providing insight on the effect of CRM messaging on consumer perceptions, irrespective of team identification and perceived value.

Consumer Perception and Purchase Intention

While the author aimed to be inclusive of relevant variables impacting consumer perception of CRM messaging, the results suggest another factor may play some role in purchase intention, and future research could examine this element of consumers' brand evaluative processes. Interestingly, the results revealed that the unsuccessful team yielded significantly more favorable consumer ratings for warmth, competence, and brand attitude when aligned with a charity – however, these gains were not enough to influence consumers to significantly increase purchase intentions. It was only in the successful team CRM condition that more favorable consumer ratings were achieved across warmth, brand attitude, and purchase intention.

Overall, this result suggests that the charity may impact consumers' purchase intention, yet it remains unclear what role perceived success may play in consumer perception of teams in CRM initiatives. To further clarify the role of the charity on purchase intention in a CRM initiative, the charity conditions were neutralized to a degree during statistical analyses, as the standard conditions were compared (Warriors vs Suns) and the CRM conditions were compared (Warriors CRM vs Suns CRM). Neither comparison yielded a statistically significant difference for purchase intention (see Table 5). So when the charity was absent in a comparison (Warriors vs Suns) or constant in a comparison (Warriors CRM vs Suns CRM), there was no statistically significant difference between groups on consumer purchase intention (see Table 5). This analysis is relevant because it suggests the charity indeed impacted consumer perception of partnering brands, replicating the work of other researchers (Aaker et al., 2010; Irwin et al., 2003).

Interestingly, when the successful team conditions were compared (Warriors CRM vs Warriors Standard), there was a statistically significant difference in consumer purchase intention. Conversely, when the unsuccessful team conditions were compared (Suns CRM vs Suns Standard), there was no statistically significant difference on purchase intention (see Table 4). This suggests that while the

unsuccessful team gained significantly better ratings on warmth, competence, and brand attitude from the partnership with the charity, some other factor may be influencing consumer purchase intention in this condition, as it fell short of significance. Previous research on BIRGing and CORFing from Cialdini and colleagues (1976) may help explain these results. Essentially, people tend to identify with and attach to successful others (i.e., basking in reflected glory), but in contrast, people tend to distance themselves from failure (i.e., cutting off reflected failure). The data suggested that “CORFing” might be a viable explanation as to why consumers in the unsuccessful team condition did not show a significant increase in purchase intention. The combination of a low identified group ($M_{\text{SUNS}} = 2.66$, $SD = 1.78$) with a highly personal item such as a t-shirt (Chernev, Hamilton, & Gal, 2012; Cialdini et al., 1976), may also explain why the unsuccessful CRM condition did not significantly increase for purchase intention. The findings suggest that while the charity brand positively influenced consumer perception of brand traits and brand attitude toward the unsuccessful team, when it came to behavior intention and actually declaring an intention to purchase team apparel, the unsuccessful team fell short of significance.

Brand Processing Framework

Shifting to brand information processing, the MacInnis & Jaworski (1989) model (Figure 1) may help explain how consumers process the stimuli used in this study, and subsequently, provide insight on the results of the data. Recalling the basic tenets of the model, consumers follow a path involving (1) antecedents, (2) processing, and (3) consequences, with brand attitude as the final outcome of the model. Interpretation of the current study results suggest that the adapted MacInnis & Jaworski (1989) model proposed by the author (Figure 2) is supported.

The author proposed the addition of brand associations and brand traits as potential processing elements in the consumer brand attitude formation process, and the findings of this study suggest

support for this model. For example, based on the consistent significant increases across warmth, brand attitude, and purchase intention for the successful team (Warriors), the data suggested that consumers may be blending pre-existing brand associations (i.e., Warriors = successful; Suns = unsuccessful) along with brand traits (i.e., warmth for the charity brand) perceived within message stimuli to shape brand attitude. As noted in the adapted MacInnis & Jaworski (1989) model, consumers exposed to a message stimulus (in this case a CRM vs. standard message) are influenced by elements of brand processing (i.e., brand traits, brand associations; levels of processing, operations), which then shape either a cognitive dominant or emotion dominant bias in shaping brand attitude. The results of the study suggest that the charity brand and CRM elements in the stimuli activated an emotion-based evaluative process for brand attitude.

Seminal work on information processing has proposed a two-routes-to-persuasion model, including the central route and peripheral route, to impact attitude change (Petty, Cacioppo, & Schumann, 1983). Central route processing views attitude change as a result of diligent consideration of information one feels is central to choosing a position. Conversely, peripheral route processing entails an attitude change not due to careful information evaluation, but rather, from stimulus cues or an association (positive or negative) with the issue impacting attitude (Petty et al., 1983). However, the abundant information processing literature has proposed a wide range of factors and theories relative to attitude formation (MacInnis & Jaworski, 1989; Engel & Blackwell, 1982). Scholars have also noted that which of these processing routes ensues and impacts consumer perception is dependent on various factors that influence the level of cognitive resources a consumer devotes to processing, including relevance, prior knowledge, and available time (Meyers-Levy & Malaviya, 1999), and these factors are beyond the scope of this paper. While MacInnis & Jaworski (1989) provide a robust brand processing

model, it is worthwhile to explore how the results of the current study might relate to the two-routes-to-persuasion model proposed by Petty and Cacioppo (1983).

One might interpret the results as relating to a central route processing style based on the consumer diligently considering the significant impact the purchase may have on the charity, denoted by the “100% of sales proceeds donated” message and the presence of the charity logo in the stimulus. In essence, the significant difference in the CRM (vs. standard) brand attitude ratings in both the successful and unsuccessful team conditions may suggest central route processing. Conversely, one might interpret the current results as representative of a peripheral route processing style whereby the consumer associated the positive elements of the charity brand with the team brand, resulting in an image transfer effect that was somewhat “automatic” and based on a simple inference from the cue in the stimulus (e.g., expert source, great cause), rather than a need for extensive evaluation. The image transfer effect (Simonin & Ruth, 1998) is consistent with peripheral route processing and moderate stage processing in the MacInnis and Jaworski (1989) model.

Scholars have noted that central route processing is more predictive of behavior intention than peripheral (Petty et al., 1983). Based on this premise, the data may suggest a more central route processing style for attitude change in the successful team condition, as it resulted in significantly higher purchase intention. However, a more peripheral route processing style may be apparent for the unsuccessful team as attitude change did not result in a significant change in purchase intention. While the author did not specifically test processing style, the findings suggest that the varied nature of perceived success may lead a consumer to different paths for processing brands in message stimuli. Marketing practitioners might find this useful in forming brand alliances to advance marketing efforts.

Further analysis of these findings suggest that the peripheral route processing style may not necessarily and adequately account for the CORFing phenomenon and the potential subsequent impact

on self-concept. For instance, the current data suggests that perceived success (and lack thereof) impacted consumer purchase intentions in contrasting directions. In the successful CRM condition, consumers' ratings for both brand attitude and purchase intention were significantly higher than the standard condition. However, in the unsuccessful CRM condition only brand attitude ratings were significantly higher than the standard condition, while the purchase intention ratings were not significantly different. This result may suggest that even though the consumer ratings were significantly higher for brand attitude in both CRM conditions, when it came to actually declaring an intent to purchase (and potentially wear) apparel from an unsuccessful team, the consumer was significantly less inclined to do so than in the successful condition. Relative to the unsuccessful team, this may suggest an element of CORFing in order to protect self-concept. While the two-routes-to-persuasion model (Petty & Cacioppo, 1983) may help explain the results, there are other factors to consider when analyzing attitudes and intentions.

Emotion and Brand Processing

Scholars have noted that consumer attitudes and purchase intentions are driven by motivators that far exceed functionality (Christofi et al., 2018), and rely more on emotion (Magids, Zorfas, & Leemon, 2015) and an appreciation of a firm's social responsibility and support of charitable causes (TheHarrisPoll.com, 2018; Cone Communications, 2013). In fact, research has shown that when choosing between two brands of equal quality and price, 90% of U.S. shoppers are likely to switch to a cause-branded product (Cone Communications, 2015). The findings of the current research are consistent with these assertions, and suggest that the CRM stimuli served as a trigger for a heightened emotional (vs. cognitive) consumer response. McEwan (2010) noted that corporate social responsibility themed actions are likely to foster emotional connections between consumers and firms. By designing messaging stimuli with key CRM elements in the current research, it might be inferred

that a more emotion dominant evaluation was activated for consumers. This in turn, resulted in more favorable brand attitude ratings, and greater purchase intention in the successful team CRM condition. A deeper analysis of consumer processing (see Table 1) relative to the MacInnis & Jaworski (1989) model is outlined below.

The current study results suggest a moderate or high processing style due to high brand familiarity (Grau & Folse, 2007), whereby the charity presence in the CRM stimuli had a positive impact on brand trait perception, brand attitude ratings, and for the successful team (Warriors), purchase intention as well. In the moderate and high processing stages, the consumer synthesizes several elements of the stimulus in a detailed processing style, leading to modifications in brand attitude. Familiar brands in CRM stimulus can lead to more focused attention and capacity, and a moderate-to-high processing style (Grau & Folse, 2007; MacInnis & Jaworski, 1989). The current data suggested consumers were familiar with the brands. Subsequently, the results of this study support a high stage processing style, whereby the consumer vicariously assumes some active role after an empathy-based or emotion dominant evaluation, demonstrated in the current research by more favorable brand attitude and an increased likelihood to purchase the team apparel (i.e., support the cause) when the charity brand was present in the CRM stimulus (vs. the no charity condition).

To clarify, consumers may have integrated and associated the St. Jude Children's Research Hospital brand traits (i.e., warmth) with the team brand, and subsequently, this activated a more emotion-based evaluative process to shape brand attitude ratings. In the successful team CRM condition, consumers also noted a significant increase in purchase intention, supporting a "role-taking" operation and "empathy-based" evaluative process as a result of the CRM stimuli (see Table 1 and Figure 2). This is significant because it suggests another dimension to the consumer brand attitude formation process.

In essence, the MacInnis & Jaworski (1989) model noted consequences for the brand formation process (see Table 1) at moderate and high stage processing involves focused attention, as well as message-based and empathy-based persuasion. Relating this to the current study, the CRM elements and presence of the charity brand in the stimulus activated focused attention, information integration and role-taking operations, and a more emotion dominant evaluative process, which resulted in more favorable brand attitude (vs. conditions without the presence of the CRM elements and the charity brand). This process is supported by theoretical foundations in information integration (Anderson, 1981; MacInnis & Jaworski, 1989) and brand image transfer, whereby the positive traits of the charity are in effect, “transferred” to the team brand, and the process impacts consumer attitudes and intentions (Aaker et al., 2010; Gwinner & Eaton, 1999; Nichols et al., 2016).

CRM and Brand Building

In the broader context of analyzing this CRM initiative, the positive impact of the charity on consumer perception of the team may provide another approach to enhancing brand equity. The results suggest the presence of the charity brand in the CRM stimulus not only had a positive effect on brand attitude, but it may have also cultivated positive brand associations in the mind of the consumer. Previous research has suggested that brand attitude and purchase intention have a positive effect on brand equity (Bauer et al., 2005; Chang & Liu, 2009; Cobb-Walgren et al., 1995), and the results of the current research imply that CRM strategy positively impacts consumer attitudes and intentions toward the team brand. While primary measures for successful brands might involve market share, sales, or earnings before interest and taxes (Badenhausen, 2018), others have proposed social responsibility (TheHarrisPoll.com, 2018) and emotional connections (Magids et al., 2015) as effective measures for brand success. The results of the current research are consistent with previous findings that suggest

brand building may be accomplished through CRM strategy (Melo & Ignacio, 2011), and ultimately, deeper connections with consumers might be formed through this approach (Lafferty et al., 2004).

In summary, this study contributes to the literature on CRM by proposing brand traits and associations as functional elements of brand attitude formation as a supplement the MacInnis & Jaworski brand processing model (1989). These findings may have value to marketing practitioners in a number of areas.

Practical Implications

There are several practical implications that can be drawn from this research. This study provides insight for marketing practitioners of sport brands. Consistent with previous findings (Westberg & Pope, 2014), the current results suggested that CRM strategy can achieve brand-related objectives, particularly if the sport brand seeks to create positive brand associations and enhance brand attitude. The outcomes may also indirectly have a positive impact on brand equity (Westberg & Pope, 2014). By strategically linking sport and non-profit brands in CRM initiatives, sport organizations may form deeper connections with consumers through emotional appeals that potentially yield more favorable brand attitudes, purchase intentions, and brand equity. This holds true for successful and unsuccessful sport teams, as both experienced enhanced brand attitude through CRM strategy in the current study.

There is great potential for consumers to form positive associations with brands in CRM initiatives (Westberg & Pope, 2014), and this in turn can lead to stronger emotional connections with consumers (Magids et al., 2015; TheHarrisPoll.com, 2018). To enhance these emotional connections, marketing managers could leverage CRM with initiatives that connect consumers with the team through targeted volunteer events to further support charitable causes. For example, the Golden State Warriors or Phoenix Suns could invite consumers to join the team on hospital visit days to selected St.

Jude Children's Research Hospitals. This type of initiative might enhance brand attitude and perceived warmth of the team. CRM initiatives provide a myriad of opportunities for practitioners to create marketing materials that feature the team and the charity brand on merchandise, social media, websites, and print materials to foster information integration and brand image transfer, and ultimately strengthen CRM strategy and connections to consumers through emotional appeals.

Although CRM initiatives of this type with high percentages of sales going to charity might be perceived as thwarting revenue generation for the sport team, the benefits of building brand equity might have more far-reaching effects on consumer attitudes and behaviors (Simonin & Ruth, 1998; Westberg & Pope, 2014). Building brand equity is fundamental to the brand management process (Mullin et al., 2014), and CRM strategy offers opportunity to strengthen consumer-based brand equity (Westberg & Pope, 2014). Understanding that brand attitude is a core element of brand equity (Keller, 1993; Aaker, 1991) and that attitude determines behavior intention (Fishbein & Ajzen, 1975), the significant increases in brand attitude across the CRM conditions in this study suggest that CRM strategy is promising for fostering more favorable consumer outcomes and thus, strengthening brand equity. Westberg and Pope (2014) suggested that CRM can be more effective than sponsorship and sales promotions in achieving brand-related outcomes, and it fosters positive image transfer through association with another organization. The results of the current study are consistent with these assertions as CRM promoted positive associations and brand image transfer in the form of more favorable brand attitude ratings in the CRM (vs. standard) conditions. Especially in light of the relatively low perceived success ratings for the unsuccessful team, the findings in this study suggest CRM strategy may help enhance a potentially negative brand association (i.e., Suns as unsuccessful) to a positive brand association (i.e., Suns as a warm, socially responsible brand). By partnering with a charity, consumers' may have perceived a more positive brand association, resulting in significantly

higher brand attitude ratings, and subsequently stronger brand equity. Regarding the successful team, partnering with a charity may yield immediate brand benefits in the way of perceived warmth, brand attitude, and purchase intention, while reinforcing positive brand associations and strengthened brand equity. Understanding the nature of BIRGing, the successful team is in an advantageous position to leverage positive brand outcomes by simply partnering with a charity in a strategic CRM initiative. The current study also suggests that marketing practitioners for unsuccessful teams may potentially diminish the CORFing effect by linking with charity brands for a CRM partnership, as warmth, competence, and brand attitude significantly increased in CRM conditions. Ultimately, a primary contribution of this research is that sport brands have abundant opportunities to enhance brand-related outcomes and brand equity through CRM strategy whether the team is successful or unsuccessful.

Scholars have noted that consumers benefit from brand equity through reduced risk in search and purchasing decisions, and strengthened social identity by linking brand identity to self-concept (Cobb-Walgren et al., 1995; Gordon, James, & Yoshida, 2016; Keller, 1993). To build brand equity, marketing managers could focus on brand management from the perspective of CRM and social responsibility (TheHarrisPoll.com, 2018) by offering licensed apparel and merchandise with 100% of proceeds benefitting charity at targeted periodic times throughout the season with the goal being long-term brand benefits as opposed to short-term revenue measures. Specifically, preseason initiatives could implement CRM-themed promotional offers for licensed apparel and merchandise to increase sales and activate an emotional connection to consumers. Residual benefits may include donations to the charity, as well as a platform to enhance consumer brand attitude and brand associations – fundamental elements of brand equity (Aaker, 2014).

Regarding revenue measures and consumer purchase intention outcomes, the current research offers another practical implication for sport marketers. Consistent with findings from Mills, Salaga,

and Tainsky (2016), the current research suggested the importance of a broad approach to understanding the NBA consumer base. Mills et al. (2016) analyzed a particular NBA team and discovered that nearly 7% of ticket sales were made by customers outside the home state of the team. Further, Mills and colleagues (2016) found that out-of-market consumers make larger purchases.

To that end, the current study provides a degree of generalizability for various reasons. First, the sample used in this study was from a subject pool on Amazon Mechanical Turk representing various states across the U.S., and representing a large contingent of NBA out-of-market consumers. Second, the sample has a high degree of compatibility with the NBA consumer demographics. For example, the median age for the NBA television viewer is 42 (Adgate, 2018), with 70% of NBA consumers being male (Thompson, 2014). The current study used a sample with 62% male respondents and an average age of 36.

Third, the team identification ratings ($M_{\text{OVERALL}} = 3.22$, $SD = 1.94$; $M_{\text{WARRIORS}} = 3.59$, $SD = 1.96$; $M_{\text{SUNS}} = 2.66$, $SD = 1.78$) for respondents in this research suggest the CRM initiative was impactful on a “casual” or somewhat low identified consumer. This is significant because, given the fact that team brands experienced favorable brand outcomes and purchase intention in this study, CRM strategy could be effective for engaging casually connected consumers. Research suggests that the casual consumer represents the largest growth area for expanding the NBA fan base. Specifically, Mullin et al. (2014) found that 76.8% of ticket sales for one season for one particular NBA playoff team came from what can be classified as “light” users on Mullin’s escalator, or those that attended only one game during the season. Mullin and colleagues noted that attendance and revenue would increase for this team if those “light” consumers attended two or more games. A good starting point for moving low identified consumers closer to purchase intention may be brand attitude. Madrigal (2001) suggested that attitude had a greater effect on purchase intention for low identified consumers, whereas

high identified consumers are likely to form intentions consistent with group goals. This is also consistent with Lee and Ferreira (2011) findings that in a CRM context, high identified consumers may support the cause to show affiliation with the team, rather than support for the cause. Consistent with previous research, the current findings suggest that CRM strategy may be an effective way to leverage more favorable attitudes and intentions with casual (i.e., “light”) consumers. As a practical implication for marketers, the findings suggest that CRM strategy might be advantageous for targeting and engaging “casual” consumers with a popular and commonly purchased apparel item – a t-shirt.

The team-branded t-shirt is one of the most commonly sold item on the NBA Store (2019) online sales platform. In fact, of the 15 “top sellers” on the official NBA Store (as of May 4, 2019) website, 10 are team-branded t-shirts ranging in price from \$13.99 to \$31.99, including Denver Nuggets as a top seller. This is significant because the Nuggets, like the Phoenix Suns, were struggling with a multi-year postseason drought. That ended for the Nuggets with a spot in the 2019 NBA Playoffs. While the Nuggets t-shirts spiked in sales and popularity with a playoff run, the current research suggests that purchase intention, as well as brand attitude, may have been enhanced had the Nuggets partnered with charity in a CRM promotional strategy. Further, Irwin and colleagues (2003) found that 68% of consumers were willing to pay more for products and services that support a cause. Taken together with the current research, this suggests that both the Nuggets and the Golden State Warriors, also a top seller on the NBA Store (2019), may have enhanced purchase intentions and brand-related outcomes by partnering with a charity in a CRM initiative. However, marketers might also take caution that the t-shirt is a highly personal form of self-expression (Chernev, Hamilton, & Gal, 2012) and identification (Cialdini et al., 1976), and that low identified consumers, who may likely hold favorable attitudes toward the sport brand in a CRM initiative, might be reluctant to take the step

of purchasing and wearing apparel for a team perceived to be unsuccessful as Cialdini and colleagues (1976) suggested.

Chernev and colleagues (2012) found that several product categories (i.e., t-shirt, mobile phone, backpack, beverages) provide opportunities for self-expression, and a promising area of future research might examine what type of team-licensed products low identified consumers are more likely to purchase. The NBA Store online platform offers a wide array of licensed products that may interest casual and avid fans, with benefits to the consumer encompassing utility and function, as well as demonstrated affiliation and identification with a team. While a t-shirt might be perceived as a personal form of self-expression (Chernev et al., 2011) and identification (Cialdini et al., 1976), it remains unclear how consumers might perceive other products featured in a CRM initiative. The link between product, consumer identification, and self-expression may be worth further examination in the context of CRM strategy.

Finally, the study examined polarizing ends of the spectrum as far as perceived success for NBA teams (Warriors vs. Suns), and the findings suggested consistent support for main effects on five of the six hypotheses. With statistically significant increases for brand outcomes on both the successful (Warriors) and unsuccessful (Suns) teams in a CRM initiative, the findings imply that consumers' may perceive NBA teams more favorably across the spectrum of success. These factors underscore the significance of the current research for strengthening brand perceptions and purchase intentions for a popular item with a consumer group that encompasses a broad array of characteristics – i.e., a group that represents the casually connected, as well as both local and out-of-market consumers.

Another important practical implication relates to the nature of the CRM strategy. Scholars (Varadarajan & Menon, 1988) have found that CRM programs with a more strategic (vs. tactical) approach lead to stronger consumer engagement. Strategic CRM includes top management

involvement in the CRM program and a substantial investment of resources in program implementation, while tactical CRM involves simply enhancing sales promotion efforts through a short-term initiative (Varadarajan & Menon, 1988). Although the current research presented positive outcomes with a CRM initiative more tactical in nature, sport brands may also want to incorporate long-term objectives and special events in a multi-year relationship with a charity to leverage the CRM partnership more strategically and beyond mere sales promotions. To supplement the idea of volunteer efforts mentioned above, strategic CRM would include launching revenue-generating programs designed to provide unlimited and continuous funding for charities (Varadarajan & Menon, 1988). For example, the Golden State Warriors could supplement CRM with long-term initiatives that direct ongoing funding to St. Jude Children's Research Hospital and families needing support for medical expenses (i.e., donate money for every three-pointer made each season, or donate money for every beverage sold in the arena).

A key takeaway for CRM strategy is that marketing managers can leverage emotional connections to consumers that enhance brand attitude, increase purchase intention, and build brand equity (Westberg & Pope, 2014), while also providing much needed support for charitable causes. The results of this study suggest that CRM messaging positively impacted consumer perception of team brands on many levels, and implementing CRM as a long-term strategy may provide long-term brand equity benefits. Positioning with a charity in CRM strategy can activate the universal consumer evaluative social judgments warmth and competence to benefit the sport organization, and foster a deeper emotional connection with consumers. This in turn can positively impact brand attitude, purchase intention, and in a broader sense, brand equity.

Limitations and Future Research

As with any study, there are several limitations to address and some of those discussed here may inspire direction for future research. This particular research focused on two contrasting NBA teams to examine CRM strategy and consumer outcomes. While analyzing polarizing ends of the spectrum regarding perceived success of NBA teams (Warriors vs. Suns) contributes to the generalizability of the findings, further analysis is needed to determine how consumers might respond to CRM strategy for a broader sample of NBA teams, or more generally other sports and leagues, in order to gain a deeper understanding of the CRM effect in this context.

While the current study examined a professional men's sport (i.e., NBA teams), future research could investigate CRM strategy within a professional women's sport (i.e., WNBA). Eagly and Mladinic (1994) found that the two fundamental social judgments, warmth and competence, apply to gender with women being perceived as more warm, and men being perceived as more competent. Future research might consider gender dynamics in a team sport context for CRM strategy analysis. Nichols and colleagues (2016) examined CRM in the context of rivalry, and a worthwhile extension of the current research might be to explore how rival consumers of a sport team rate traits and attitude toward brands featured in the CRM initiative. In fact, future research might analyze CRM strategy across various professional or collegiate sport teams to determine whether the effects in this study are replicable, or unique to a particular sport, league, or athlete gender.

Another limitation in this study is the use of one particular charity (i.e., St. Jude Children's Research Hospital) from the health domain in a tactical (vs. strategic) type of CRM initiative. As mentioned earlier, tactical CRM involves a brand that may align with a charitable cause for a limited time or for a narrow purpose (Till & Nowak, 2000). For example, several organizations form short-term CRM initiatives involving food drives, blood drives, or toy drives. Strategic CRM is viewed as an essential component of an organization's brand, tying in a charitable initiative as part of the essence or

personality of the organization's brand (Till & Nowak) and is often an enduring partnership. For example, Boys and Girls Clubs of America (BGCA) has been the official charity of Major League Baseball (MLB) for more than 20 years (BGCA, 2018).

Future research could explore consumer perception of tactical vs. strategic CRM. Typically, the latter is perceived to provide greater brand benefits to organizations (Till & Nowak; Varadarajan & Menon, 1988). Relative to type of charity, Lafferty and Edmondson (2014) cite four charitable cause categories: Health, human services, animal welfare, and environmental. Typically, health and human services categories have a greater effect on attitude toward CRM than animal or environmental cause categories (Lafferty & Edmondson, 2014), but future research could examine the effect of a sport brand in CRM strategy on various charities across the four cause categories. An example of an environmental CRM strategy was implemented by the NBA's Portland Trailblazers. The team launched a "3's for Trees" CRM campaign in 2014 designed to plant three trees for every three-pointer made during the season (IEG, 2016). Since the CRM initiative was launched, over 15,000 trees have been planted throughout the northwest to help the environment. Future research could incorporate a consumer purchasing element to engage pure CRM (Varadarajan & Menon, 1988), and subsequently, examine the effect of this environmental CRM campaign on brand traits, brand attitude, purchase intention, and brand equity outcomes.

The type of product (officially licensed, team branded t-shirt) used in the study presents a limitation, and future research could investigate products from various categories. Strahilevitz and Myers (1998) suggested that consumers respond more favorably to CRM incentives on purchases for hedonic (hot fudge sundae), as opposed to utilitarian (laundry detergent), products. While some may perceive a level of utility for a t-shirt, the fact that it is team-branded might also suggest value beyond utility, perhaps bordering on hedonic value. A product to be worn represents a highly personal form of

self-expression (Chernev et al., 2012), and consistent with previous research (Cialidini et al., 1976), that may have negatively impacted purchase intention for low identified consumers since this type of consumer tends to be more sensitive to unsuccessful others and may tend to distance themselves from perceived failure.

Future research could investigate consumer perception of various team-licensed products, taking into account utilitarian and hedonic product types. For example, sales of player jerseys and other team merchandise represent a variety of popular licensed items that are tracked annually by the NBA (NBA.com, 2018). It might be promising to examine various team-licensed products (i.e., PopSockets, water bottles, clocks) in addition to apparel, to examine items that may be perceived as utilitarian or hedonic in order to measure consumer perception in the context of CRM strategy.

Yet another limitation in this study is the sample. The current research used a U.S. sample from Amazon Mechanical Turk, and while scholars have widely accepted this outlet as a valid subject pool (Buhrmester et al., 2011), it could be advantageous to employ a stratified random sample to strengthen results. While the current findings may be generalizable, future research with stratified sampling could delve deeper into the analysis of local vs. out-of-market consumers. Stratified random sampling provides an opportunity to subdivide the population into two or more parts (Huck, 2008). In the case of the current research, stratified parts might be done geographically as in cities or regions associated with NBA teams, and then randomly sampling the population within the specified strata. This serves the purpose of increasing likelihood those in the sample are familiar with the brands, and provides an alternative to qualifying questions for respondents to be included in the sample. Stratified groups might then provide opportunity to include local vs. out-of-market consumers, season ticketholders vs. non-season ticket holders, or strongly connected fans vs. casual fans. This approach might provide insight on the effects of CRM strategy on contrasting high and low familiarity, geographical proximity to the

team, high and low team identified consumers, and aware consumers and non-consumers of team products.

Future research might also consider investigating the effect of the CRM partnership on the charity brand as well as the team brand. Lafferty and Goldsmith (2005) suggested that a charity brand high in familiarity and with baseline favorable ratings (i.e., St. Jude Children's Research Hospital) prior to the CRM alliance with a well-known partner brand (i.e., Golden State Warriors), may benefit little from the partnership in the way of increasing attitude toward the cause. In contrast, a charity with low familiarity (i.e., Famine Relief Fund) experienced an increase in positive attitude ratings toward the cause as a result of a CRM partnership with a well-known brand (i.e., Campbell's soup) (Lafferty & Goldsmith, 2005). In the current research, St. Jude Children's Research Hospital was rated as highly familiar and highly favorable in the pretest, and future research might examine more closely how these ratings might be impacted by partnering with a sport brand in a CRM alliance. Generally speaking, future research could investigate more closely how consumers perceive a broad spectrum of both charity brands and sport brands in CRM alliances.

Finally, although the unsuccessful team's brand was rated significantly higher for brand traits and brand attitude in the CRM (vs. standard) condition, the results suggest a lower perception of success and competence may have negatively impacted consumer purchase intention for this team brand. While the current study suggests consumer perception of team brands is malleable through use of CRM strategy, and specifically that warmth and brand attitude can be enhanced with the presence of a charity, future research could examine more closely consumer perception of competence and success. By examining strategies for increasing perceived competence, practitioners may reveal methods for elevating brands into the "golden quadrant" (Aaker et al., 2010), and subsequently, positively impacting attitudes and behavior intentions.

APPENDIX A

Participant recruitment message and oral consent

Consent to Participate in a Research Study

Welcome!

**** IMPORTANT **** To participate in this survey, you must complete four brief qualifying questions relative to selected brands. After reviewing the following consent form, you will see four qualifying questions. Please answer the qualifying questions honestly and to the best of your ability.

Please note that responses to the qualifying questions are dependent on quotas. **Once quotas are met, the survey will close and no further responses will be accepted. This means that if quotas are met, you will see an end of survey message and no compensation will be provided.**

Thank you!

___ Yes, I consent to the conditions explained above with qualifying questions.

___ No, I do not consent to the conditions explained above with qualifying questions.

CONSUMER PERCEPTIONS

The Department of Health, Sport, and Exercise Science at the University of Kansas supports the practice of protection for human subjects participating in research. The following information is provided for you to decide whether you wish to participate in the present study. You should be aware that even if you agree to participate, you are free to withdraw at any time without penalty.

In this study, we are interested in learning more about consumer perception of advertising messaging involving sport brands. If you agree to participate, you will be asked to view a message from an organization website, and evaluate the content by answering a few questions. The total time commitment is approximately 7 minutes, so you will be compensated by receiving .50 cents on MTurk. Investigators may ask for your social security number in order to comply with federal and state tax and accounting regulations.

Participating in this study is completely voluntary and confidential. Even if you decide to participate now, you may change your mind and stop at any time. You may choose not to answer an individual question or you may skip sections of a survey. Data will only be accessible to authorized members of the research team and will be password protected. Results may be used for teaching, research, publications, or presentations at scientific meetings; however, all analyses will be conducted at the aggregate level, so they will not include any information that would identify you.

No risk of injury or harm to the participant is expected in this study. All steps will be taken to ensure your confidentiality. It is possible, however, with internet communications, that through intent or accident someone other than the intended recipient may see your responses. Again, you may withdraw from the study, in its entirety, at any time, and for any reason.

After completing the research, you will receive more detailed information regarding its nature.

If you would like additional information concerning this study before or after it is completed, please feel free to contact me by phone or mail.

Sincerely,

Ron G. Christian, M.S.
Assistant Professor of Sports Administration
Department of Business & Economics
Baker University (Kan.)
Email: rchristian@bakeru.edu
Office: 785-594-8467

Brian S. Gordon, Ph.D.
Associate Professor, Sport Management
146C-1 Robinson Center
University of Kansas
bsgordon@ku.edu
Office: 785-864-4451

Consent

I have read this Consent and Authorization form. I have had the opportunity to ask, and I have received answers to, any questions I had regarding the study. I understand that if I have any additional questions about my rights as a research participant, I may call (785) 864-7429 or (785) 864-7385, write the Human Research Protection Program (HRPP), University of Kansas, 2385 Irving Hill Road, Lawrence, Kansas 66045-7568, or email irb@ku.edu.

___ Yes, I consent.

___ No, I do not consent.

APPENDIX B

Institutional Review Board (IRB) approval



Date: December 27, 2018

TO: Ronald Christian, (r410c260@ku.edu)

FROM: Jocelyn Isley, MS, CIP, IRB Administrator (785-864-7385, irb@ku.edu)

RE: Approval of Initial Study

The IRB reviewed the submission referenced below on 12/27/2018. The IRB approved the protocol, effective 12/27/2018.

IRB Action: APPROVED	Effective date: 12/27/2018	Expiration Date : 12/26/2023
STUDY DETAILS		
Investigator:	Ronald Christian	
IRB ID:	STUDY00143458	
Title of Study:	Playing for a Good Cause: Investigating the Impact of Sport Brands in Cause-related Marketing Campaigns (12/18/18)	
Funding ID:	None	
REVIEW INFORMATION		
Review Type:	Initial Study	
Review Date:	12/27/2018	
Documents Reviewed:	• Christian 2018_NBA CRM_KU HRPP Human Research Protocol.docx, • Christian REVISED Survey_Dec 27_Qualtrics Survey Software.pdf, • Christian_methods protocol_measures_stimuli.pdf, • CRM survey_Qualtrics.pdf, • CRM survey_Qualtrics.pdf, • Information Consent Debrief VERSION 3 Dec 27.docx	
Exemption Determination:	• (2) Tests, surveys, interviews, or observation	
Additional Information:		

KEY PROCEDURES AND GUIDELINES. Consult our website for additional information.

1. **Approved Consent Form:** You must use the final, watermarked version of the consent form, available under the "Documents" tab, "Final" column, in eCompliance. Participants must be given a copy of the form.
2. **Continuing Review and Study Closure:** You are required to provide a project update to HRPP before the above expiration date through the submission of a Continuing Review. Please close your study at completion.
3. **Modifications:** Modifications to the study may affect Exempt status and must be submitted for review and approval before implementing changes. For more information on the types of modifications that require IRB review and approval, [visit our website](#).
4. **Add Study Team Member:** [Complete a study team modification](#) if you need to add investigators not named in original application. Note that new investigators must take [the online tutorial](#) prior to being approved to work on the project.
5. **Data Security:** [University data security and handling requirements](#) apply to your project.
6. **Submit a Report of New Information (RNI):** If a subject is injured in the course of the research procedure or there is a breach of participant information, an RNI must be submitted immediately. Potential non-compliance may also be reported through the RNI process.
7. **Consent Records:** When signed consent documents are required, the primary investigator must retain the signed consent documents for at least three years past completion of the research activity.

Human Research Protection Program
Youngberg Hall | 2385 Irving Hill Rd | Lawrence, KS 66045 | (785) 864-7429 | research.ku.edu/hrpp

APPENDIX C

Stimuli from main study



Purchase a special edition Golden State Warriors t-shirt!

FLASH SALE



\$19.99

Add to Cart



Support St. Jude Children's Research Hospital by purchasing a special edition Golden State Warriors t-shirt!

FLASH SALE to Benefit

25% of sales donated



\$19.99

Add to Cart



Purchase a special edition Phoenix Suns t-shirt!

FLASH SALE



\$19.99

Add to Cart



Support St. Jude Children's Research Hospital by purchasing a special edition Phoenix Suns t-shirt!

FLASH SALE to Benefit

100% of sales proceeds donated



\$19.99

Add to Cart

References

- Aaker, D.A. (1991). *Managing Brand Equity*. New York, NY: The Free Press
- Aaker, D.A. (1996). Measuring brand equity across products and markets. *California Management Review*, 38(3), 102.
- Aaker, D.A. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34(3), 347-356.
- Aaker, D.A. (2014). *Aaker on Branding*. New York, NY: Morgan James Publishing.
- Aaker, J.L., Fournier, S., & Brasel, S.A. (2004). When good brands do bad. *Journal of Consumer Research*, 31(2), 1-18.
- Aaker, J.L., Vohs, K.D., & Mogilner, C. (2010). Nonprofits are seen as warm and for-profits are seen as competent: Firm stereotypes matter. *Journal of Consumer Research*, 37, 224-237.
- Adgate, B. (April 25, 2018). Why the 2017-18 season was great for the NBA. *Forbes.com*. Retrieved May 4, 2019 from <https://www.forbes.com/sites/bradadgate/2018/04/25/the-2017-18-season-was-great-for-the-nba/#5ac8a5c02ecb>
- Ahn, T., Suh, Y I., Lee, J.K., & Pedersen, P.M. (2012). Sport fans and their teams' redesigned logos: An examination of the moderating effect of team identification on attitude and purchase intention of team-logoed merchandise. *Journal of Sport Management*, 27, 11-23.
- Ailawadi, K.L., Lehmann, D.R., & Neslin, S.A. (2003). Revenue premium as an outcome measure of brand equity. *Journal of Marketing*, 67, 1-17.
- Al-Sabbahy, H.Z., Ekinici, Y., & Riley, M. (2004). An investigation of perceived value dimensions: Implications for hospitality research. *Journal of Travel Research*, 42, 226-234.
- Anderson, N.H. (1981). *Foundations of Information Integration Theory*. New York: Academic Press.

- Anderson, J.R. (1983). Retrieval of information from long-term memory. *Science*, 220, 25-30.
- Ashforth, B.E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management*, 14(1), 20-39.
- Babiak, K., Mills, B. Tainsky, S. & Juravich, M. (2012). An investigation into professional athlete philanthropy: Why charity is part of the game. *Journal of Sport Management*, 26, 159-176.
- Badenhausen, K. (May 23, 2018). The world's most valuable brands 2018. *Forbes.com*. Retrieved February 24, 2019 from <https://www.forbes.com/sites/kurtbadenhausen/2018/05/23/the-worlds-most-valuable-brands-2018/#6550cf4610c1>
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Barone, M.J., Norman, A.T., & Miyazaki, A.D. (2007). Consumer response to retailer use of cause-related marketing: Is more fit better? *Journal of Retailing*, 83(4), 437-445.
- Barone, M.J., Miyazaki, A.D., & Taylor, K.A. (2000). The influence of cause-related marketing on consumer choice: Does one good turn deserve another? *Journal of the Academy of Marketing Science*, 28(2), 248-262.
- Bauer, H.H, Sauer, N.E., Schmitt, P. (2005). Customer-based brand equity in the team sport industry: Operationalization and impact on the economic success of sport teams. *European Journal of Marketing*, 39(5/6), 496-513.
- Beckwith, N.E., Kassarian, H.H., & Donald, R.L. (1978). Halo effects in marketing research: Review and prognosis. *Advances in Consumer Research*, 5, 465-467.

- Bergkvist, L., & Rossiter, J.R. (2007). The predictive validity of multiple-item versus single-item measures of the same constructs. *Journal of Marketing Research*, 44, 175-184.
- Bhattacharya, C.B., & Sen, S. (2004). Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California Management Review*, 47, 9-24.
- Bloom, P. N, Hoeffler, S., Keller, K.L., & Meza, C.E.B. (2006). How social-cause marketing affects consumer perception. *MIT Sloan Management Review*, 47(2), 49-55.
- Boys and Girls Clubs of America (2018). About Us: Impact on Clubs. Retrieved August 2, 2018 from <https://www.bgca.org/about-us/our-partners/mlb>.
- Broadbent, D.E. (1977). The hidden preattentive process. *American Psychologist*, 32(2), 109-118.
- Brown, J.T., & Dacin, P.A. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, 61, 68-84.
- Carlson, B.D., & Donovan, D.T. (2013). Human brands in sport: Athlete brand personality and identification. *Journal of Sport Management*, 27, 193-206.
- Carringer, P.T. (1994). Not just a worthy cause: Cause-related marketing delivers the goods and the good. *American Advertising*, 10(10), 16-19.
- Chang, H.H., & Liu, Y.M. (2009). The impact of brand equity on brand preference and purchase intentions in the service industries. *The Service Industries Journal*, 29(12), 1687-1706.
- Charity Navigator (2019). How do we classify charities? Retrieved March 20, 2019 from <https://www.charitynavigator.org/index.cfm?bay=content.view&cpid=34>
- Chatzipanagiotou, K., Veloutsou, C., & Christodoulides, G. (2016). Decoding the complexity of the consumer-based brand equity process. *Journal of Business Research*, 69, 5479-5486.

- Chen, A.C. (2001). Using free association to examine the relationship between the characteristics of brand associations and brand equity. *Journal of Product and Brand Management*, 10(7), 439-451.
- Chernev, A., Hamilton, R., & Gal, D. (2012). Competing for consumer identity: Limits to the self-expression and the perils of lifestyle branding. *Journal of Marketing*, 75, 66-82.
- Chowdhury, T.G., & Khare, A. (2011). Matching a cause with self-schema: The moderating effect of brand preferences. *Psychology and Marketing*, 28(8), 825-842.
- Christofi, M., Vrontis, D., Leonidou, E., & Thrassou, A. (2018). Customer engagement through choice in cause-related marketing: A potential for global competitiveness. *International Marketing Review*, 1-30.
- Cialdini, R.B., Bordon, R.J., Thorne, A., Walker, M.R., Freeman, S., & Sloan, L.R. (1976). Basking in reflected glory: Three (football) field studies. *Journal of Personality & Social Psychology*, 34, 366-375.
- Cobb-Walgren, C.J., Ruble, C.A., & Donthu, N. (1995). Brand equity, brand preference, and purchase intent. *Journal of Advertising*, 24(3), 25-40.
- Cohen, J.B. (1987). Attitude, Affect, and Consumer Behavior, in *Affect and Social Behavior*, Isen, A.M., & Moore, B.S. Cambridge: Cambridge University Press.
- Cone Communications/Echo (2013). 2013 Cone communications/Echo Global CSR Study. Retrieved February 15, 2019 from <http://www.conecomm.com/research-blog/2013-cone-communications-echo-global-csr-study>

Cone Communications/Ebiquity (2015). 2015 cone communications/Ebiquity Global CSR Study.

Retrieved February 15, 2019 from <http://www.conecomm.com/research-blog/2015-cone-communications-ebiquity-global-csr-study>

Cone, C.L., Feldman, M.A., & DaSilva, A.T. (2003). Causes and effects. *Harvard Business Review*, 81(7), 95-101.

Cone Roper (2000). Cone Corporate Citizenship Study. In Grau & Folse (2007)

www.coneinc.com/pr_13.html. (accessed September 2002).

Cornwell, T.B., & Maignan, I. (1998). An international review of sponsorship research. *Journal of Advertising*, 27(1), 1-21.

Coyler, E. (2005). That's rich: Redefining luxury brands. Retrieved August 10, 2018 from

http://www.brandchannel.com/features_effect.asp?pf_id-267.

Cuddy, A.J.C., Fiske, S.T., & Glick, P. (2008). Warmth and competence as universal dimensions of social perception: The Stereotype Content Model and the BIAS Map. *Advances in Experimental Social Psychology*, 40(3), 61-149.

Dees, J.G. (2012). A tale of two cultures: Charity, problem solving, and the future of social entrepreneurship. *Journal of Business Ethics*, 111, 321-334.

Drayer, J., Shapiro, S.L., & Dwyer, B. (2018). Worth the price of admission? The mediating effect of perceived value on ticket purchase intention. *Sport Marketing Quarterly*, 27, 44-57

Eagly, A.H., & Chaiken, S. (1993). *The Psychology of Attitudes*. Fort Worth, TX: Harcourt Brace Jovanovich.

- Eagly, A.H., & Mladinic, A. (1994). Are people prejudice against women? Some answers from research on attitudes, gender stereotypes, and judgments of competence. *European Review of Social Psychology*, 5, 1-35.
- Ellen, P.S., Mohr, L.A., & Webb, D.J. (2000). Charitable programs and the retailer: Do they mix? *Journal of Retailing*, 76(3), 393-406.
- Engel, J.F. & Blackwell, R.D. (1982). *Consumer Behavior*. Hinsdale, IL: Dryden Press.
- Fazio, R.H., Powell, M.C., & Williams, C.J. (1989). The role of attitude accessibility in the attitude-behavior process. *Journal of Consumer Research*, 16(3), 280-288.
- Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics* (5th ed.). Thousand Oaks, CA: Sage Publications.
- File, K.M., & Prince, R.A. (1998). Cause-related marketing and corporate philanthropy in the privately held enterprise. *Journal of Business Ethics*, 17(14), 1529-1539.
- Fishbein, M., & Ajzen, I. (1975). *Belief, Attitude, Intention, and Behavior: An Introduction To Theory and Research*. Reading, MA: Addison-Wesley.
- Fiske, S.T., Cuddy, A.J.C., & Glick, P. (2007). Universal dimensions of social cognition: Warmth and competence. *Trends in Cognitive Science*, 11(2), 77-83.
- Fiske, S.T., Cuddy, A.J.C., Glick, P., & Xu, J. (2002). A model of (often mixed) stereotype content: Competence and warmth respectively follow from perceived status and competition. *Journal of Personality and Social Psychology*, 82(6), 878-902.
- Folse, J.A.G., Niedrich, R.W., & Grau, S.L. (2010). Cause-related marketing: The effects of purchase quantity and firm donation amount on consumer inferences and participation intentions. *Journal of Retailing*, 86(4), 295-309.

- Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. *Journal of Consumer Research*, 24(3), 343-373.
- Giannoulakis, C., & Drayer, J. (2009). “Thugs” versus “Good Guys”: The impact of NBA Cares on player image. *European Sport Management Quarterly*, 9, 453–468.
- Gordon, B.S., James, J.D., & Yoshida, M. (2016). The development of brand association measures in multiple product categories: New findings and implications for goods and services brands. *International Journal of Business Administration*, 7(3), 140-152.
- Grau, S.L., & Folse, J.A.G. (2007). Cause-related marketing: The influence of donation proximity and message-framing cues on the less-involved consumer. *Journal of Advertising*, 36(4), 19-33.
- Greenwald, A.G., & Leavitt, C. (1984). Audience involvement in advertising: Four levels. *Journal of Consumer Research*, 11(6), 581-592.
- Guerreiro, J., Rita, P., & Trigueiros, D. (2015). A text mining-based review of cause-related marketing literature. *Journal of Business Ethics*, 139(1), 111-128.
- Gupta, S., & Pirsch, J. (2006). A taxonomy of cause-related marketing research: Current findings and future research directions. *Journal of Nonprofit and Public Sector Marketing*, 15, 25-43.
- Gwinner, K.P. (1997). A model of image creation and image transfer in event sponsorship. *International Marketing Review*, 14(3), 145-158.
- Gwinner, K.P., & Eaton, J. (1999). Building brand image through event sponsorship: The role of image transfer. *Journal of Advertising*, 28(4), 47-57.
- Hayes, A.F. (2018). *Introduction to mediation, moderation, and conditional process analysis (2nd ed.)*. New York, NY: Guilford Press.

- Heere, B., & James, J. D. (2007). Sports teams and their communities: Examining the influence of external group Identities on team identity. *Journal of Sport Management*, 21(3), 319-337.
- Heider, F. (1958). *The Psychology of Interpersonal Relations*. New York: Wiley.
- Hightower, R., Brady, M.K., & Baker, T.L. (2002). Investigating the role of the physical environment in hedonic service consumption: An exploratory study of sporting events. *Journal of Business Research*, 55, 697-707.
- Hogg, M.A., Terry, D.J., & White, K.M. (1995). A tale of two theories: A critical comparison of identity theory and social identity theory. *Social Psychology Quarterly*, 58, 255-269.
- Hogg, M.A., & Vaughan, G.M. (2002). *Social Psychology* (3rd ed.) London: Prentice Hall.
- Howie, K.M. (2016). *Finding the sweet spot of cause-related marketing: Consumer response to campaign tactics* (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses Global database.
- Hsu, K. (2012). The advertising effects of corporate social responsibility on corporate reputation and brand equity: Evidence from life insurance industry in Taiwan. *Journal of Business Ethics*, 109, 189-201.
- Huck, S.W. (2008). *Reading Statistics and Research* (5th ed.). Boston, MA: Pearson Education, Inc.
- IEG Sponsorship Report (Jan. 4, 2017). Cause Marketing Forum. *IEG Website*. Retrieved February 24, 2018 from <http://www.sponsorship.com/iegsr/2017/01/04/Sponsorship-Spending-Forecast--Continued-Growth-Ar.aspx>.
- IEG Sponsorship Report (April 28, 2014). Nonprofit Refresher: IEG's guide to corporate/nonprofit relationships. *IEG Sponsorship Report*. Retrieved May 5, 2015 from

<http://www.sponsorship.com/iegsr/2014/04/28/Nonprofit-Refresher--IEG-s-Guide-To-Corporate-Nonp.aspx>.

IEG Sponsorship Report (January 25, 2016). Portland Trailblazers find success with “less is more” sponsorship strategy. *IEG Sponsorship Report*. Retrieved March 31, 2019 from <http://www.sponsorship.com/iegsr/2016/01/25/Portland-Trail-Blazers-Find-Success-With--Less-Is-.aspx>.

Irwin, R.L., Lachowetz, T., Cornwell, T.B., & Clark, J.S. (2003). Cause-related sport sponsorship: An assessment of spectator beliefs, attitudes, and behavioral intentions. *Sport Marketing Quarterly*, 12(3), 131-139.

Jones, J.M. (June 17, 2015). As industry grows, percentage of U.S. sports fans steady. *Gallup*. Retrieved August 30, 2016 from <http://www.gallup.com/poll/183689/industry-grows-percentage-sports-fans-steady.aspx>.

Joo, S., Koo, J., & Fink, J.S. (2016). Cause-related marketing in sports: The Power of Altruism. *European Sport Management Quarterly*, 16(3), 316-340.

Joyner, B.B. & Payne, D. (2002). Evolution and implementation: A study of values, business ethics and social responsibility. *Journal of Business Ethics*, 41(4), 297-311.

Keller, K.L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57, 1-22.

Kervyn, N., Fiske, S.T., & Malone, C. (2012). Brands as intentional agents framework: How perceived intentions and ability can map brand perception. *Journal of Consumer Psychology*, 22, 166-176.

- Kim, J.E., & Johnson, K.K.P. (2013). The impact of moral emotions on cause-related marketing campaigns: A cross-cultural examination. *Journal of Business Ethics*, 112(1), 79-90.
- Kim, K.T., Kwak, D.H., & Kim, Y.K. (2010). The impact of cause-related marketing in spectator sport. *Journal of Management & Organization*, 16(4), 515-527.
- Kleps, K. (Oct 6, 2017). Browns will donate all profits from FirstEnergy Pro Shop sales to community. *Crain's Cleveland Business*. Retrieved December 1, 2018 from <https://www.crainscleveland.com/article/20171006/news/138086/browns-will-donate-all-profits-firstenergy-stadium-pro-shop-sales>
- Kline, P. (1999). *The Handbook of Psychological Testing* (2nd ed.). London: Rutledge.
- Koschate-Fischer, N., Stefan, I., & Hoyer, W. (2012). Willingness to pay for cause-related marketing: The impact of donation amount and moderating effects. *Journal of Marketing Research*, 49(6), 910-927.
- Kwak, D.H., & Kwon, Y. (2016). Can an organization's philanthropic donations encourage consumers to give? The roles of gratitude and boundary conditions. *Journal of Consumer Behavior*, 15, 348-358.
- Kwon, H.H., & Armstrong, K.L. (2006). Impulse purchase of sport team licensed merchandise: What matters? *Journal of Sport Management*, 20, 101-119.
- Kwon, H.H., Trail, G., & James, J.D. (2007). The mediating role of perceived value: Team identification and purchase intention of team-licensed apparel. *Journal of Sport Management*, 21, 540-554.

- Lafferty, B.A., & Edmondson, D.R. (2005). A note on the role of cause type in cause-related marketing. *Journal of Business Research*, 67(4), 1455-1460.
- Lafferty, B.A., & Goldsmith, R.E. (2005). Cause-brand alliances: Does the cause help the brand or does the brand help the cause? *Journal of Business Research*, 58(4), 423-429.
- Lafferty, B.A., & Goldsmith, R.E., & Hult (2004). The impact of the alliance on the partners: A look at cause brand alliances? *Psychology and Marketing*, 21(7), 509-531.
- Lai, C.S., Chiu, C.J., Yang, C.F., & Pai, D.C. (2010). The effects of corporate social responsibility on brand performance: The mediating effect of industrial brand equity and corporate reputation. *Journal of Business Ethics*, 95(3), 457-469.
- Langmeyer, L., & Walker, M. (1991). A first step to identify the meaning in celebrity endorsers. *Advances in Consumer Research*, 18, 364-371.
- Lee, J., & Ferreira, M. (2011). Cause-related marketing: The role of team identification in consumer choice of team licensed products. *Sport Marketing Quarterly*, 20, 157-169.
- Lings, I.N. & Owen, K.M. (2007). Buying a sponsor's brand: The role of affective commitment to the sponsored team. *Journal of Marketing Management*, 23(5-6), 483-96.
- Liu, W., & Aaker, J.L. (2008). The happiness of giving: The time-ask effect. *Journal of Consumer Research*, 35, 543-557.
- Lynch, J.G., Chakravarti, D., & Mitra, A. (1991). Contrast effects in consumer judgments: Changes in mental representations or in the anchoring of rating scales? *Journal of Consumer Research*, 18(3), 284-297.

- MacInnis, D.J. & Jaworski, B.J. (1989). Information processing from advertisements: Toward an integrative framework. *Journal of Marketing*, 53(3), 1-23.
- Madrigal, R. (2001). Social identity effects in a belief-attitude-intentions hierarchy: Implications for corporate sponsorship. *Psychology & Marketing*, 18(2), 145-165.
- Madrigal, R., & Chen, J. (2008). Moderating and mediating effects of team identification in regard to causal attributions and summary judgments following a game outcome. *Journal of Sport Management*, 22(6), 717-733.
- Magids, S., Zorfas, A., & Leemon, D. (2015). The new science of customer emotions: A better way to drive growth and profitability. *Harvard Business Review*, 11, 66-76.
- Maignan, I., & Ferrell, O.C. (2001). Antecedents and benefits of corporate citizenship: An investigation of French business. *Journal of Business Research*, 51, 37-51.
- McEwen, W.J. (January 28, 2010). Does Corporate Social Responsibility Matter? *Gallup Business Journal*. Retrieved March 31, 2019 from <http://gmj.gallup.com/content/125351/corporate-social-responsibility-matter.aspx#1>.
- Medina, M. (October 11, 2017). Warriors among teams to donate \$450,000 to fire relief. *The Mercury News.com*. Retrieved August 8, 2018 from <https://www.mercurynews.com/2017/10/11/warriors-among-bay-area-teams-to-donate-450000-to-north-bay-fire-relief-efforts/>.
- Melo, T., & Ignacio, J. (2011). Effects of corporate social responsibility on brand value. *Journal of Brand Management*, 18(6), 423-437.
- Meyers-Levy, J., & Malaviya, P. (1999). Consumers' processing of persuasive advertisements: An integrative framework of persuasion theories. *Journal of Marketing*, 63, 45-60.

- Mills, B.M., Salaga, S., & Tainsky, S. (2016). NBA primary market ticket consumers: *Ex Ante* expectations and consumer market origination. *Journal of Sport Management*, 30, 538-552.
- Mohr, L.A. & Webb, D. (2005). The effects of corporate social responsibility and price on consumer responses. *Journal of Consumer Affairs*, 39(1), 20-37.
- Moosmayer, D.C., & Fuljahn, A. (2010). Consumer perceptions of cause-related marketing campaigns. *Journal of Consumer Marketing*, 27(6), 543-549.
- Morsing, M., & Schultz, M. (2006). Corporate social responsibility communication: stakeholder information, response and involvement strategies. *Business Ethics: A European Review*, 15(4), 323-338.
- Mullin, B.J., Hardy, S., & Sutton, W.A. (2014). *Sport Marketing (4th ed)*. Champaign, IL: Human Kinetics.
- Myers, B., & Kwon, W. (2013). A model of antecedents of consumers' post brand attitude upon exposure to a cause-brand alliance. *International Journal of Nonprofit and Voluntary Sector Marketing*, 18, 73-89.
- Nan, X., & Heo, K. (2007). Consumer response to corporate social responsibility (CSR) initiatives: Examining the role of brand-cause fit in cause-related marketing. *Journal of Advertising*, 36(2), 63-74.
- NBA.com (April 17, 2018). Stephen Curry, Golden State Warriors once again tops in NBA merchandise sales. Retrieved April 5, 2019 from <https://www.nba.com/article/2018/04/17/stephen-curry-golden-state-warriors-lead-most-popular-merchandise-list-2017-18>

NBA.com (2016). The NBA Cares Commitment. Retrieved March 23, 2018 from
http://www.nba.com/nba_cares/keyissues.html

NBA.com (December 8, 2015). Toys for Tots donation Tuesday, Dec. 8. Retrieved December 4, 2018
from <https://www.nba.com/nuggets/news/toys-tots-donation-tuesday-dec-8>

NBA.com (January 16, 2014). Kings visit St. Jude Children's Hospital. Retrieved December 4, 2018
from <https://www.nba.com/kings/gallery/kings-visit-st-jude-childrens-hospital>

NBA Store (May 4, 2019). NBA Store Top Sellers. Retrieved May 4, 2019 from
<https://store.nba.com/best-selling-gear/c-32039360+z-9997553-74554225>

Ngan, H.M.K., Prendergast, G.P., & Tsang, A.S.L. (2011). Linking sports sponsorship with purchase intentions: Team performance, stars, and the moderating role of team identification. *European Journal of Marketing*, 45(4), 551-566. <https://doi.org/10.1108/03090561111111334>

Nichols, B.S., Cobbs, J., & Raska, D. (2016). Featuring the hometown team in cause-related sports marketing: A cautionary tale for league-wide advertising campaigns. *Sport Marketing Quarterly*, 25, 212-226.

Park, C.W., MacInnis, D.J., Priester, J., Eisingerich, A.B., & Iacobucci, D. (2010). Brand attachment and brand attitude strength: Conceptual and empirical differentiation of two critical brand equity drivers. *Journal of Marketing*, 74, 1-17.

Petty, R.E., Cacioppo, J.T., & Schumann, D. (1983). Central and peripheral routes to advertising effectiveness: The moderating role of involvement. *Journal of Consumer Research*, 10, 135-146.

- Petty, R.E., & Cacioppo, J.T. (1983). Central and peripheral routes to persuasion: Application to advertising, in *Advertising and Consumer Psychology*, eds. Lany Percy and Arch Woodside. Lexington, MA: Lexington Books, 3-23.
- Pharr, J.R., & Lough, N.L. (2012). Differentiation of social marketing and cause-related marketing in U.S. professional sport. *Sport Marketing Quarterly*, 21, 91-103.
- Platow, M.J., Durante, M., Williams, N., Garrett, M., Walshe, J., Cincotta, S., Lianos, G., & Barutchu, A. (1999). The contribution of sport fan social identity to the production of prosocial behavior. *Group Dynamics: Theory, Research, and Practice*, 3(2), 161-169.
- Rao, A.R. & Ruckert, R.W. (1994). Brand alliances as signals of product quality. *Sloan Management Review*, 36, 87-97.
- Roehm, M.L., & Tybout, A.M. (2006). Ehen will a brand scandal spill over, and how should competitors respond? *Journal of Marketing*, 43, 366-373.
- Ross, J.K., Patterson, L., & Stutts, M.A. (1992). Consumers' perceptions of organizations that use cause-related marketing. *Journal of the Academy of Marketing Science*, 20(1), 93-97.
- Roy, D.P., & Graeff, T.R. (2003). Consumer attitudes toward cause-related marketing activities in professional sports. *Sport Marketing Quarterly*, 12(3), 163-172.
- Rueckert, P. (October 11, 2017). These 15 NBA players are giving back to the global community. *Citizenship*. Retrieved February 22, 2018 from <https://www.globalcitizen.org/en/content/nba-players-giving-back-speaking-up/>
- Schafer, W. (1969). Some sources and consequences of interscholastic athletics. In G.S. Kenyon (Ed.), *Sociology of Sport*, 29-56. Chicago: Athletic Institute.

- Schmidt, S.H., Shreffler, M.B., Hambrick, M.E., & Gordon, B.S. (2018). An experimental examination of activist type and effort on brand image and purchase intentions. *Sport Marketing Quarterly*, 27, 31-43.
- Sethuraman, R. (2003). Measuring national brands' equity over store brands. *Review of Marketing Science*, 1, 1-26.
- Sethuraman, R., & Cole, C. (1999). Factors influencing the price premium that consumers pay for national brands over store brands. *Journal of Product and Brand Management*, 8, 340-352.
- ShethJ.N., Newman, B.I., & Gross, B.L. (1991). Why we buy what we buy: A theory of consumption values. *Journal of Business Research*, 22, 159-170.
- Shocker, A.D., Srivastava, R.K., & Ruekert, R.W. (1994). Challenges and opportunities facing brand management: An introduction to the special issue. *Journal of Marketing Research*, 31(2), 149-158.
- Simon, C.J., & Sullivan, M.W. (1993). The measurement of determinants of brand equity: A financial approach. *Marketing Science*, 12(1), 28-52.
- Simonin, B.L., & Ruth, J.A. (1998). Is a company known by the company it keeps? Assessing the spillover effects of brand alliances on consumer brand attitudes. *Journal of Consumer Research*, 35, 30-42.
- Small, D.A., & Cryder, C. (2016) Prosocial consumer behavior. *Current Opinion in Psychology*, 10, 107-111.
- Smith, G. (2004). Brand image transfer through sponsorship: A consumer learning perspective. *Journal of Marketing Management* , 20, 457-474.

- Smith, J. (2012). The company with the best CSR reputations. *Forbes.com*. Retrieved December 10, 2012 from <http://www.forbes.com/sites/jacquelynsmith/2012/12/10the-companies-with-the-best-csr-reputations/>.
- Smith, S.M., & Alcorn, D.S. (1991). Cause Marketing: A new direction in the marketing of corporate responsibility. *The Journal of Consumer Marketing*, 8(3). 19-35.
- Snyder, C. R., Lassegard, M., & Ford, C. E. (1986). Distancing after group success and failure: Basking in reflected glory and Sparkman, R.M. (1982). The discounting principle in the perception of advertising. *Advances in Consumer Research*, 9, 277-280.
- Strahilevitz, M., & Myers, J.G. (1998). Donations to charity as purchase incentives: How well they work may depend on what you are trying to sell. *Journal of Consumer Research*, 24(1), 434-446.
- Tajfel, H. (1981). *Human groups and social categories*. Cambridge, England: Cambridge University Press.
- Tajfel, H. (1982). *Social identity and intergroup relations*. Cambridge, England: Cambridge University Press.
- Tajfel, H. (1978). *Differentiation between social groups: Studies in the social psychology of intergroup relations*. London: Academic Press.
- TheHarrisPoll.com (March 2018). The 2018 Harris Poll Reputation Quotient Summary Report. Retrieved February 1, 2019 from https://theharrispoll.com/wp-content/uploads/2018/12/2018-HARRIS-POLL-RQ_2-Summary-Report_FNL.pdf

- The Licensing Letter (July 28, 2017). Sports up 4.3% in 2016 to reach \$15.4 billion in sales. *EPM Communications, Inc.* Retrieved Dec. 2, 2018 from <https://www.thelicensingletter.com/?s=NBA+apparel+sales+trend>
- Thomas, C. (June 13, 2018). Golden State Warriors transform San Leandro Boys and Girls Club. *OaklandPost.org*. Retrieved Aug. 8, 2018 from <http://www.oaklandpost.org/2018/06/13/golden-state-warriors-partners-transform-san-leandro-boys-girls-club/>.
- Thompson, D. (Feb. 10, 2014). Which sports have the whitest, richest, oldest fans? *The Atlantic*. Retrieved May 4, 2019 from <https://www.theatlantic.com/business/archive/2014/02/which-sports-have-the-whitest-richest-oldest-fans/283626/>
- Till, B.D. & Nowak L.I. (2000). Toward effective use of cause-related marketing alliances. *Journal of Product & Brand Management*, 9(7), 472-484.
- Varadarajan, P.R. & Menon, A. (1988). Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*, 52, 58-74.
- Vance, L., Raciti, M.M., & Lawlwy, M. (2015). Beyond brand exposure: Measuring the sponsorship halo effect. *Measuring Business Excellence*, 20(3), 1-14.
- Wakefield, K.L. (1995). The pervasive effects of social influence on sporting event attendance. *Journal of Sport and Social Issues*, 19, 335-351.
- Walker, M., Kent, A., Vincent, J. (2010). Communicating socially responsible initiatives: An analysis of U.S. professional teams. *Sport Marketing Quarterly*, 19(4), 187-195.
- Wang, Z., Mao, H., Li, J.Y., & Liu, F. (2016). Smile big or not? Effects of smile intensity on perceptions of warmth and competence. *Journal of Consumer Research*, 43, 787-805.

- Wann, D. L., & Branscombe, N. R. (1991). The positive social and self concept consequences of sports team identification. *Journal of Sport and Social Issues*, 15, 115-127.
- Wann, D.L., & Branscomb, N.R. (1993). Sports fans: Measuring degree of identification with the team. *International Journal of Sport Psychology*, 24, 1–17.
- Wann, D. L., Hamlet, M. A., Wilson, T. M., & Hodges, J. A. (1995). Basking in reflected glory, cutting off reflected failure, and cutting off future failure: The importance of group identification. *Social Behavior and Personality: An International Journal*, 23(4), 377-388.
- Wei, K.K., & Li, W.Y. (2013). Measuring the impact of celebrity endorsement on consumer behavioral intentions: A study of malaysian consumers. *International Journal of Sports Marketing & Sponsorship*, 157-177.
- Weiner, B. (1986). An attributional theory of motivation and emotion. New York, NY: Springer-Verlag.
- Westberg, K., & Pope, N. (2014). Building brand equity with cause-related marketing: A comparison with sponsorship and sales promotion. *Journal of Marketing Communications*, 20(6), 419-437.
- Yoo, B., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, 52(1), 1-14.
- Yoshida, M., Heere, B., & Gordon, B. (2015). Predicting behavioral loyalty through community: Why other fans are more important than our own Intentions, our satisfaction, and the team itself. *Journal of Sport Management*, 29, 318-333.
- Zeithaml, V.A. (1988). Consumer perceptions of price, quality and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52, 2-22.

Biographical Sketch

Ronald G. Christian was born in Omaha, Nebraska and graduated from the University of Nebraska, Omaha, in 1994 with a Bachelor of General Studies degree. Ronald worked for over 15 years in college athletics, starting his career with Meeting & Event Design, Inc., the event manager for the NCAA College World Series. He then worked as sports information director in NCAA Division II (Morningside College; Bemidji State University) institutions for five years, before serving on the communications staff for the Mountain West Conference for six years. Following a corporate position with Eli Lilly and Company (two years), he served as assistant athletic director for Metropolitan State University of Denver (three years). Ronald transitioned into a sport administration faculty role after completing his Master of Science in Sport Administration from the University of Northern Colorado in 2011. After two years as faculty at the University of Nebraska, Kearney, Ronald accepted a role as assistant professor of sport administration at Baker University and began doctoral studies at the University of Kansas. Upon graduation from the University of Kansas in 2019, he accepted a position as assistant professor of marketing at Fort Hays State University.